REDESIGN OF THE INSTITUTIONAL ARMY

Phase I

Final Report

Volume II

Appendix A - Appendix R

May 1998

FORCE XXI

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DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310

21 March 1995

MEMORANDUM FOR INSTITUTIONAL ARMY AXIS GENERAL OFFICER STEERING COMMITTEE (GOSC) MEMBERS

SUBJECT: Institutional Army Re-engineering and Redesign Campaign Plan

1. PURPOSE. Provide a concept for re-engineering and redesigning the Army for the twenty-first century.

2. ORGANIZATION. Structure for management and conduct of effort is shown in Annex A - Institutional Army Operating Organization

3. REFERENCES. See Annex B.

4. BACKGROUND.

a. General. Force XXI is the U.S. Army of the twenty-first century. It is America's Army redesigned to meet the challenges of that era.

(1) Force XXI Campaign Plan. The Campaign Plan for Force XXI provides a concept of operations describing three synchronous efforts:

(a) The main effort will be the redesign of Army warfighting forces. (Joint Venture (JV))

(b) Another effort provides for acquisition and assimilation of information age C4I capabilities. (Army Digitization Office (ADO))

(c) A third effort will re-engineer departmental processes and redesign the Institutional Army to support core competencies required by the Army of the twenty-first century. (Institutional Army (IA))

b. Secretary of the Army (SA) and Chief of Staff (CSA) Guidance. Our nation's transition from the industrial age to the information age, from a cold war defense paradigm to a force projection strategy, and from facing a clearly defined threat to being confronted by myriad ill-defined threats requires a campaign that results in a

top-to-bottom reform of America's fighting force. Inherent to that force is the institutional underpinning which recruits, organizes, trains, maintains, sustains, performs research and development, and manages its integral communities. The Institutional Army represents the Army's culture, tradition, and overall quality that is largely responsible for enduring, timeless military values and military ethics. Beginning now and concluding not later than year 2000, in concert with the Force XXI Campaign Plan, the Army will re-engineer departmental processes and redesign organizations to support core competencies required for America's Army in the twenty-first century. The Vice Chief of Staff, Army (VCSA) will supervise redesign of the Institutional Army. The Deputy Chief of Staff for Operations and Plans (DCSOPS) and the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)) will coordinate the overall effort. Charter for Redesigning the Institutional Army is at Annex C.

c. Assumption. Resources (manpower and dollars) will be available to execute this campaign plan.

5. MISSION. Re-engineer and redesign the Institutional Army by the Year 2000 to effectively and efficiently perform service Title 10 functions to support redesigned Army warfighting organizations in order to ensure a trained and ready Army, fully capable of doing its part in executing the National Military Strategy, in joint and combined operations, while maintaining timeless Army values and ethics.

6. EXECUTION.

a. Concept of the Operation. Using four simultaneous and integrated efforts, the Institutional Army Re-engineering and Redesign Campaign will be conducted in three phases coinciding with the next three major POM cycles.

(1) Integrated Efforts

(a) MACOMs will continue to re-engineer their core processes, the results of which will be integrated into the overall Institutional Army re-engineering and redesign efforts. MACOM commanders will brief the VCSA annually on the results of their efforts.

(b) The Institutional Army Functional Area Assessment (FAA) process will provide the forum to develop and process re-engineering and redesign issues for service Title 10 functions.

(c) The redesign of HQDA, its field operating agencies (FOA) and staff support activities (SSA) will be a continuous part of the re-engineering and redesign efforts.

(d) An umbrella group will integrate results of the Institutional Army FAAs, MACOM re-engineering, and HQDA redesign, resulting in a comprehensive redesign of the Institutional Army which is synchronized with both the overall redesign and the digitization of the warfighting Army.

(2) Phases. Phase I of the Institutional Army re-engineering and redesign campaign effort will commence with the approval of the axis Charter. Its objective will be to develop a baseline redesign for the Institutional Army organization. Phase II will begin when Phase I is integrated into POM 98-03 in the Spring of 1996. It will provide a revised organization from the Phase I baseline. Phase III begins with the submission of POM 00-05 and will conclude the redesign process by producing a final design supporting FORCE XXI. Phase III will be entered into POM 02-07 in the Spring of 2000. The Phases will be implemented in accordance with the format, principles and parameters discussed in detail in Annexes D, E, and F respectively.

b. Management Organization.

(1) Board of Directors (BoD). The BoD provides corporate guidance to the Force XXI Institutional Army axis effort and approves recommendations for submission to the SA and CSA for implementation approval.

(2) VCSA. The VCSA provides oversight of the entire Institutional Army Redesign effort. The ASA(M&RA) and the DCSOPS will coordinate the overall effort. Accordingly, the Director, Force Programs, ODCSOPS will review progress of the campaign effort with the VCSA on a monthly basis as well as schedule FAA presentations by sponsors/proponents as they are completed.

(3) GOSC. The GOSC is co-chaired by the Director, Force Programs and Deputy Assistant Secretary of the Army for Force Management, Manpower and Resources and supervises:

(a) The development and implementation of the Institutional Army Redesign Campaign Plan.

(b) The identification and tracking of axis issues, other Force XXI efforts, activities, experiments, studies and assessments for inclusion in FAAs.

(c) The prioritization of recommendations to the BoD.

(4) Council of Colonels (CoC). The CoC is co-chaired by the Chief, Force Integration and Management Division and Assistant Deputy for Force Management, Manpower and Resources and reviews, develops and prepares alternatives for presentation to the GOSC.

d. Timelines and Milestones. The timelines and milestones for major events influencing the development of the Phase I Baseline Institutional Army Organizational Design are at Annex G. Corresponding data for Phases II and III will be determined as Phase I actions develop.

7. COORDINATING INSTRUCTIONS.

a. Re-engineering and redesign efforts will be in accordance with the principles and parameters set forth in Annexes E and F.

b. Base Realignment and Closure (BRAC) and the Committee on Roles and Missions (CORM) decisions as well as applicable laws must be reviewed and appropriately reconciled throughout the campaign effort.

c. Director, Programs, Analysis and Evaluation (DPAE).

(1) Monitor the progress of the Institutional Army Redesign effort to identify programmatic actions appropriate for inclusion initially in POM 1998-2003, and ultimately POM 2002-2007.

(2) Review and reconcile current programming processes and procedures, e.g., Program Evaluation Groups, Management Decision Packages, Army Management Structure Codes, etc. (Assisted by Director, Force Programs)

d. Office of the Assistant Secretary of the Army for Financial Management and Comptroller. Support DPAE efforts to make routine the programming of the Institutional Army.

e. Cost and Economic Analysis Agency provides analytical costing support to the Institutional Army axis community.

f. Issues raised in FAAs and referred to the VCSA will be adjudicated by the VCSA and/or presented by the VCSA to the BoD to be addressed for experimentation in accordance with proponent experimentation plans.

g. Prioritization recommendations across functions will be referred to the BoD by the GOSC through the VCSA.

h. Sponsors and proponents will participate in development of GHQ scenarios, or other mediums as appropriate; testing of initial re-engineered processes and redesigned organizations; establishment of priorities and evaluation of changed/new policies and resource options. This will be done IAW the Institutional Axis Analysis Support and Execution Plan.

i. The Director, Force Programs will provide the VCSA a monthly in-process review.

Thomas N. Burnette, Jr.
Brigadier General, GS
Director, Force Programs

Jayson L. Spiegel
Deputy Assistant Secretary
of the Army
(Force Management, Manpower
and Resources)

ANNEXES:

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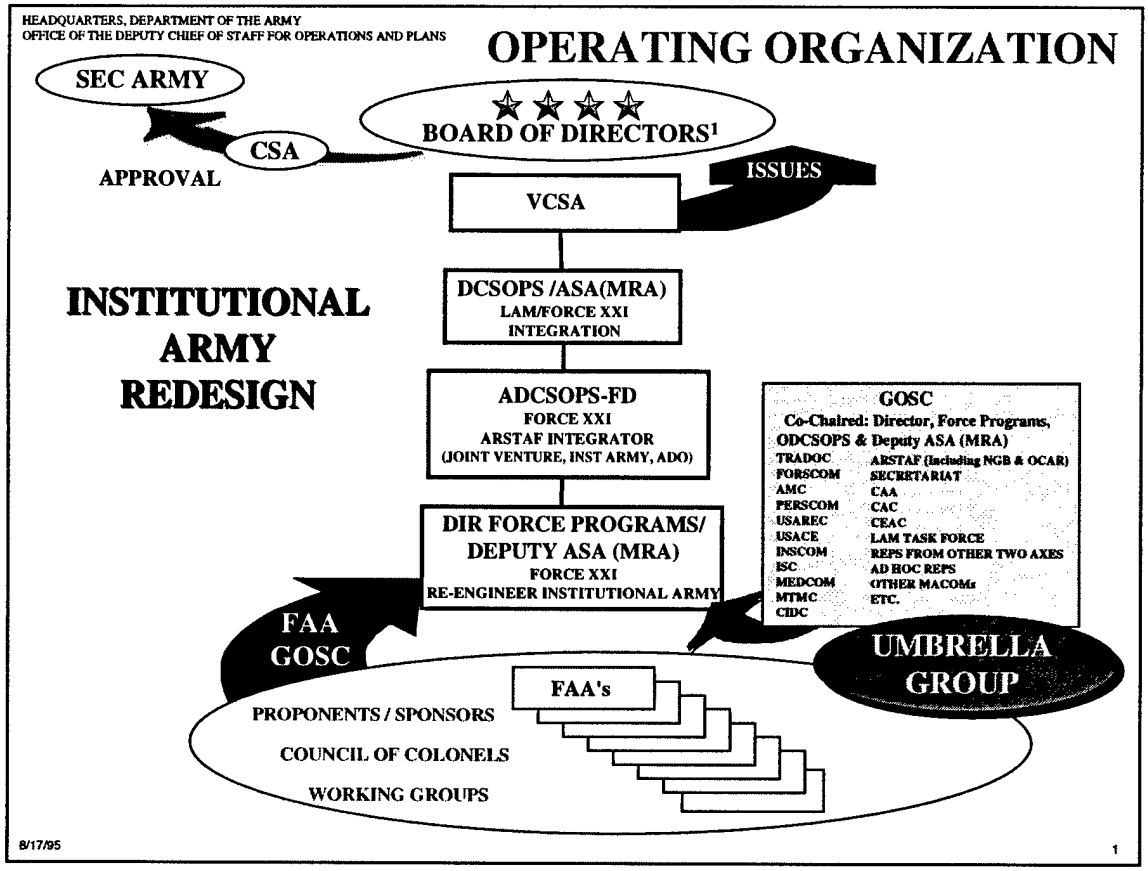
INSTITUTIONAL ARMY OPERATING ORGANIZATION



[1] In consideration of CSA intent to address issues via, *"Commander's Conference"* all references in Campaign Plan to, *"Board of Directors"* or *"BoD"* should be considered as references to, *"Commander's Conference."* The original terms are retained in this annex to reduce confusion during the transition of termonolgy.

REFERENCES

1. Force XXI Campaign Plan.
2. Institutional/TDA Redesign Charter, January 13, 1995
3. Report of the National Performance Review, September 7, 1993.
4. CSA Message, 081145Z Mar 94, Subject: Force XXI.
5. OSA Message, 092001Z Aug 94, Subject: Delegation of Waiver Authority.
6. VCSA Memorandum, Subject: Force XXI Integration Plan, 29 August, 1994.
7. Title 10, United States Code Armed Forces, April, 1993.

DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310

January 13, 1995

Charter for Redesigning the Institutional/TDA Army

Purpose. To establish procedures and responsibilities for redesigning the Institutional/ TDA Army as part of the Force XXI campaign.

Mission. Redesign the institutional Army by the year 2000 so that it will effectively and efficiently perform service Title 10 functions that support redesigned Army warfighting organizations in order to ensure a trained and ready Army, fully capable of doing its part in executing the National Military Strategy, in joint and combined operations, while maintaining timeless Army values and ethics.

Execution. The Vice Chief of Staff, Army (VCSA) will supervise the re-engineering of departmental processes and the redesign of organizational structures to support the Title 10 core competencies required for America's Army in the twenty-first century. The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)) and the Deputy Chief of Staff for Operations and Plans (DCSOPS) will coordinate the overall effort. Re-engineering and redesign will be accomplished in three phases with an initial, preliminary redesign in time to support submission of the Program Objective Memorandum for the Fiscal Year 1996 submission, and subsequent redesigns accomplished in time to support Program Objective Memorandum submissions in Fiscal Years 1998 and 2000. The process will consist of four simultaneous and interrelated efforts:

-- Internal Major Army Command (MACOM) re-engineering. Under the leadership of their respective commanders, MACOMs will be re-engineered. This effort is in progress and will serve as the analytic baseline for the redesign effort. MACOM commanders will review with the VCSA the results of their re-engineering efforts beginning in January 1995, and, annually thereafter, their progress in implementing those results, including adjustments attributable to Force XXI.

-- Comprehensive review of service Title 10 functions. The VCSA will direct a series of Functional Area Assessments (FM) for selected Title 10 functions in order to provide insights and momentum to the TDA redesign effort. The ASA(M&RA) and DCSOPS will recommend the functional areas to be examined and the procedures and schedule to be followed, as well as coordinate the process. Each department principal is charged with functional oversight of the re-engineering and redesign of their

respective functions. In general, MACOM commanders will conduct, for and in coordination with department principals, a comprehensive assessment of selected Title 10 functions. Assessments will be conducted in accordance with the campaign plan and the principles outlined below and synchronous with the design of the operational force and the Planning, Programming, Budgeting and Execution System milestones. Initial redesign attributable to the Title 10 FM will be completed by April 1996. Subsequent Title 10 FM will be conducted during the period FY97-FY99, as required Discrete, specific issues of major significance, such as Integrated Sustainment Maintenance, may be referred to the VCSA at the discretion of the major commanders and department principals as those issues surface; these issues are not restricted by the above milestones.

-- Redesign of the Department of the Army Headquarters (HQDA), its field operating agencies (FOA), and staff support activities (SSA). Under the general oversight of the ASA(M&RA), the Administrative Assistant to the Secretary of the Army and the Director of the Army Staff will lead this effort, and, as part of the initial redesign phase, present alternatives and recommendations for redesign to the Under Secretary and the VCSA no later than March 1, 1996. Recommendations for the HQDA redesign will be submitted through the Chief of Staff, Army (CSA) to the Secretary of the Army (SA) for approval.

-- Umbrella redesign of the Institutional/TDA Army. The ASA(M&RA) and the DCSOPS will provide oversight of an in-depth study conducted by the Assistant DCSOPS, Force Development, to determine overall organizational changes which may be required to enhance the ability of the Institutional/TDA Army to perform service Title 10 functions and to support Army warfighting organizations in the twenty-first century. Included will be the development of a fully coordinated statement of institutional core competencies necessary to establish the Institution's contribution to Force XXI as well as a documented doctrinal basis for the Institution. This effort will integrate the results of Title 10 FM, MACOM re-engineering efforts, and the results of the redesign and digitization of the warfighting Army. As part of the initial redesign phase, fully coordinated Secretariat/Army Staff study alternatives and recommendations will be provided to the Under Secretary and the VCSA no later than March 30, 1996. Subsequent recommendations will be submitted through the CSA to the SA for approval.

Principles. The Institutional/TDA Army will be re-engineered and redesigned in accordance with the following principles:

-- Enduring Army values and ethics as detailed in FM 100-1, The Army, guide the redesign effort.

-- The six Army imperatives continue to be the bedrock of the Institutional/TDA Army.

-- The Institutional/TDA Army redesign will be linked to the National Military Strategy and be consistent with the Army's role as a power projection Total Army that operates increasingly within a joint environment.

-- Redesign efforts will conform to National Performance Review principles. Unnecessary layering of functions and headquarters will be eliminated. Strive to reduce the size of HQDA and reduce the number of FOA and SSA. Reduce the number of MACOM headquarters.

-- The Army's core competencies will serve as the foundation of the Institutional/TDA Army.

-- Information age technology, management practices and processes and emerging results from the redesign and digitization of the operational force will be leveraged to improve effectiveness and provide efficiencies.

-- The Institutional/TDA Army redesign and MACOM re-engineering will be accomplished within a shared vision of the Total Army leadership.

-- Functions will be resourced in the most cost-effective manner.

-- Organizations and associated manpower requirements will be established in accordance with these principles and information age management practices. We will capitalize on the strengths of each component - active, reserve and civilian.

-- Experimentation will be conducted as required in General Headquarters Exercises and other advanced warfighting experiments to test and refine proposed redesign efforts.

Synchronization. Institutional/TDA Army redesign will be synchronized with the redesign and digitization of the Warfighting Army and the Planning, Programming, Budgeting and Execution System cycle.

Gordon R. Sullivan
General, United States Army
Chief of Staff

Togo D. West, Jr.
Secretary of the Army

FUNCTIONAL AREA ASSESSMENTS

1. General.

a. Functional Area Assessments have been used as a means for in-depth investigation of functional areas and complex Army-wide issues. The current series of FAAs examines, branch by branch, under the proponency of the TRADOC school commandant, the impact of restructuring the Army into a smaller force while maintaining emphasis on readiness, combat power and force modernization. Branch issues for training, modernization, doctrine and personnel that may inhibit a smooth transition and future COMPO 1, 2 and 3 structure are the products of the FAA briefing to the VCSA and ARSTAF principals.

b. Institutional Army FAAs provide a forum for developing re-engineering issues for service Title 10 functions and a proposed redesigned organization of the function to support Force XXI under the proponency of designated Army major commands. Re-engineering properly defined is the "fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance." The Army business processes are defined as the Title 10 functions, an overall collection of activities that take various inputs and create an output of value to the warfighting force.

2. Proponents and Sponsors.

a. *Functional Proponents.* For certain service functions identified in US Code Title 10 one Army major command (MACOM) is designated proponent (HQDA and Umbrella Institutional Army Redesign have Army Staff (ARSTAF) proponents). Proponency entails the entire function for which the Army is responsible, both internally and with relationship to the Office of the Secretary of Defense (OSD) and other services. This campaign plan serves as authority for proponents to request and obtain information, data, or other materiel related to their function from other MACOM and/or agencies as necessary. Based on laws, culture, tradition, results of other related studies and emerging results from other Force XXI efforts, the functional proponents plan the transition of their designated functions from the current state (post on-going re-engineering efforts) to that required of Force XXI early in the twenty-first century. In general, proponents take the lead in the conduct of the FAA.

b. *Functional Sponsors.* HQDA principals serve as sponsors, and full partners with proponents, of relevant FAAs. As such, they facilitate the functional

proponents' efforts by providing guidance on issues involving policy, statute, DoD Directive or Army-unique requirements which influence the institutional organization necessary to perform the function. In addition, functional sponsors provide broad resourcing and prioritization guidance consistent with that established by the Board of Directors in accordance with the Force XXI Campaign Plan.

3. **FAA Objectives.** Each FAA will have the following objectives:

a. Identify the basis for performing the function (define "requirements") and its functional contribution to Army Force XXI.

b. Describe the core processes currently employed in performing the function and generating the functional output, or product described in paragraph d, below, consistent with basis established in the first objective. Develop alternative, re-engineered processes to support structural organizational redesign to improve functional outputs, or products, apropos Title 10 core competencies required for America's Army in the twenty-first century.

c. Describe the enabling processes, such as information management, which support the core processes described in paragraph b above.

d. Identify the required skills to perform the function, the means of obtaining and maintaining those skills and the publications either produced by or required to perform the function.

e. Identify the costs/resources required to perform the function, by appropriation.

f. Develop standards to assess whether the function is being performed satisfactorily.

g. Develop a methodology for prioritizing requirements to be resourced and identify the types of resources that can best be utilized to perform the function.

h. Define the key drivers influencing the performance of this function.

i. Identify the fundamental programming assumptions and required data and sources for the functions.

j. Determine the most effective organization to perform the function, including the HQ/MACOM organizational structure necessary to manage the function and consistent with the principles enumerated in Annex E.

k. Develop and resolve issues or propose issue resolution to appropriate authority, e.g., VCSA, BoD, CSA, SA.

4. **Functional Area Definitions.** The following provides definitions for the Title 10 functional areas, or processes, to be assessed in the FAAs, the proponents and sponsors of each and expected product of both the FAA and the processes:

a. *Mobilize.* Sponsor - ASA(M&RA)/DCSOPS; proponent - FORSCOM. Function/process entails the transition of reserve forces from an inactive to active status. Function/process includes interrelationship with other functions/processes, e.g., train, equip, construct, inform, etc. to assure efficient transition. Functional/process product is a unit or set of units prepared to be validated for deployment or to initiate requisite post-mobilization, pre-deployment training prelude to validation and deployment as applicable. FAA product is the methodology for achieving this functional/process product.

b. *Demobilize.* Sponsor - ASA(M&RA)/DCSOPS; proponent - FORSCOM. Function/process entails the transition of mobilized reserve units to their steady state, reserve status. Functional/process product is a unit or set of units restored to their pre-mobilization status. FAA product is the methodology for achieving this functional/process product.

c. *Deploy/Redeploy.* Sponsor - ASA(ILE)/DCSOPS; proponent FORSCOM/MTMC. Function/process entails the deployment/redeployment of active and reserve component forces. Function/process includes interrelationship with other functions/processes and enabling processes, e.g., train, equip, construct, inform, etc. to assure efficient and effective deployment of units to support the National Military Strategy. Functional/process product is the capability to move units or sets of units from mobilization station to theater of operations for commitments across the spectrum of conflict levels and return. FAA product is the methodology for achieving this functional/process product.

d. *Equip/Science and Technology (R&D).* Sponsor - DUSA(OR)/ASA(RDA)/DCSOPS; proponent - AMC. Function/process entails providing affordable, timely science and technology support that meets warfighting needs to enable swift, decisive low-casualty victories across the spectrum of conflict by coalition forces anywhere. Function/process includes developing and maintaining a world class network of government and private science and technology capabilities and shortened acquisition cycles that: are responsive to rapid changes in policy and to advances in technology; and produce affordable technology and weapons systems. Function/process also includes the automated management information systems and enabling processes necessary to perform this function/process and a science and technology system that

employs best business practices from every source to ensure continuous improvements, mutual trust, reduced cost and managed risk. That part of force management involving the materiel development process is an integral part of this function/process. Functional/process product is the total Army provisioned with state of the art technology to perform its many functions/processes in peacetime, operational conditions and in crisis response. FAA product is the methodology for achieving this functional/process product.

e. *Supply.* Sponsor - ASA(ILE)/DCSLOG; proponent - AMC. Function/process entails provisioning and sustaining the Army with all classes of supply, less Class 1, and identification of the enabling transportation functions and associated processes which support supply functions. Also included for all components (Active, Guard and Reserve), are the functions of issuing, cataloging, controlling, managing, storing, and disposing of all classes of supply, less Class I. Also included are the automated management information systems and enabling processes necessary to perform this function/process, including accountability where applicable. Functional/process product is the Army provisioned with sufficient supplies to perform required tasks to established standards both in peacetime and under operational conditions, in crises response including mobilization. FAA product is the methodology for achieving this functional/process product.

(1) Phase I addressed Class IX supply only, For follow-on work/studies resulting from the AMC Phase I FAA see paragraph 8 below.

(2) Phase II addresses all classes of supply, less Class I (the Services FAA), Class IX (Phase I), and Class VIII (Health FAA). Sponsor-ASA(ILE)/DCSLOG; proponent-AMC

f. *Service.* Sponsor - ASA(ILE)/ASA(RDA)/DCSLOG; proponent - AMC/**MTMC**. Function/process entails providing both troop (food, laundry and mortuary) and transportation, not part of the Deploy/Redeploy function/process, (personnel, units, cargo, motor, rail, and personal property) services for all components (Active, Guard and Reserve) and all institution contractual support including legal review and administration. Function/process includes requisite automated management information systems and other enabling processes. It also includes the enabling transportation functions and associated processes which support the six service functions defined in DA PAM 700-126. Include under services those transportation functions supporting movement of personnel, material, and personal property while excluding those functions addressed in the deploy/redeploy FAA (e.g. unit movements)." Functional/process product is the provisioning of sufficient services for the Army to perform its statutory

and doctrinal requirements efficiently and effectively both in peacetime and under operational conditions, in crises response including mobilization. FAA product is the methodology for achieving this functional/process product.

g. *Maintain.* Sponsor - ASA(ILE)/DCSLOG; proponent - AMC. Function/process entails repair of military equipment in all components (Active, Guard and Reserve), including measures routinely performed to prevent equipment failure and extend equipment utility. Also included are the requisite enabling management processes and procedures, including automated management information systems to facilitate this function/process, and the enabling transportation functions and associated processes which support the maintain functions. Functional/process product is fully operational equipment. FAA product is the methodology for achieving this functional/process product.

h. *Doctrine/Organize.* Sponsor - ASA(M&RA)/ DCSOPS; proponent - TRADOC. Function/process entails all tasks and processes associated with the Army's concepts based requirements system and force management functions for all components (Active, Guard, and Reserve) and civilian. Included, for operating forces, are those processes currently performed largely, but not exclusively, by TRADOC involving that part of force management involving doctrine development and, combat development. Also included are complementary processes for organizing the Institutional Army and associated enabling process including automated management information systems. HQDA ODCSOPS-FD will assess the Institutional Army organizational process and provide the Proponent with mini FAA support. Functional/process product is a set of documented organizations, both operational and institutional, including required and authorized manpower and equipment, which, if fielded with those personnel and equipment, are capable of performing assigned tasks to established standards consistent with Army doctrine and, for the institutional force, policy. FAA product is the methodology for achieving this functional/process product.

i. *Train/Leader Development.* Sponsor - ASA(M&RA)/DCSOPS; proponent - TRADOC. Function/process entails institutional (individual/organizational/ self development) training and includes the institutional organization necessary to develop training programs, standards and, as appropriate, facility requirements for all components (Active, Guard, and Reserve) and civilians. It also includes that part of force management involving training development. Function/process is focused on supporting primarily operating forces. Function/process includes leader development through individual training as well as integrated, progressive, sequential experience of leaders integral to the organization and training programs requisite to introducing new systems and/or organizations into the Army.

Function/process includes enabling process such as automated management information systems as appropriate. Functional/process product is a comprehensive Total Army training program which, if followed, will produce a set of superbly led operating forces and institutional units capable of performing assigned tasks to established standards. FAA product is the methodology for achieving this functional/process product.

j. *Recruit.* Sponsor - ASA(M&RA)/DCSPER; proponent - DCSPER. Function/process entails providing qualified personnel for the Army. It includes all identities (officer, warrant, enlisted and civilian) for all components (Active, Guard and Reserve). Providing qualified personnel includes advertising, acquiring high quality people, given requisite training and education, capable of performing assigned tasks to established standards. Function/process includes enabling process such as required automated management information systems. Functional/process product is sustained qualified personnel, both leader and led, in required numbers and skills both in peacetime and in crises response, under operational conditions including mobilization. FAA product is the methodology for achieving this functional/process product.

k. *Personnel Management.* Sponsor - ASA(M&RA)/DCSPER; proponent - DCSPER. Function/process entails all facets of personnel management for all identities (officer, warrant officer, enlisted and civilian), all components (Active, Guard and Reserve) including, but not limited to, assignments (temporary and permanent), pay, promotion, retirement, legal and religious support, safety, public affairs and inspector general activities. Also included are supporting, enabling administrative systems and processes and associated automated management information systems. Finally, function/process includes personnel accountability, heraldic services, morale, welfare and recreational services and internal Army postal services not provided by the US Postal Service. Functional/process product is a community of soldiers, their families, retirees and Department of the Army civilians confident that their personal interests and personnel management concerns are being served satisfactorily. Satisfactory service is manifest in job performance, retention rates, complaints, accident rates, disciplinary indices and other, similar classic measures of morale and welfare. FAA product is the methodology for achieving this functional/process product.

l. *Construct.* Sponsor - ASA(ILE)/ACSIM; proponent - USACE. Function/process entails providing the Army, all components (Active, Guard and Reserve) with requisite real property. Function/process includes acquisition, as well as construction, lease, purchase, permitting and ultimate disposal of all Army real property. Also included in this function/process are the Army's environmental responsibilities. Function/process includes associated, enabling engineer management processes, including disaster response management, automated information management and real

property accountability. Finally, function/process includes engineer support to installations and construction agent responsibilities for other DoD agencies. Functional/process product is real property sufficient to support and sustain the Army's functions (man, equip, train, forward station, sustain, mobilize, deploy, redeploy and demobilize). FAA product is the methodology for achieving this functional/process product. (Note: above definition is pending final approval after review by the ASA(CW) and USACE).

m. *HQDA/FOA/SSA.* Sponsor - ASA(M&RA); proponent - DAS/AA. Function/process entails management of the Department of the Army. Function/process includes the Office of the Secretary of the Army, Office of the Chief of Staff, Army, the staff of each and all staff support and field operating agencies of the headquarters. The function is comprised essentially, but not exclusively, of the resources permitted in the Army Management Headquarters Account, and the function/process is currently delimited in Title 10 regarding certain assistant secretary positions, numbers of deputy and assistant chiefs permitted, etc. Emphasis is on the management rather than the operational dimension of the function/process; i.e., how the headquarters develops and implements policy rather than how it sustains itself. Functional/process product is an efficiently organized headquarters designed to comply with relevant statutes and sensitive to the principles outlined in Annex E and bounded by the parameters in Annex F. FAA product is the methodology for achieving this functional/process product.

n. *Umbrella Institutional Army Redesign.* Sponsor - ASA(M&RA)/DCSOPS; proponent - ADCSOPS-FD. Function/process entails an independent assessment of the Institutional Army. Function/process includes all Title 10 functions, the current organization to perform those functions and the supporting rationale for that organization, that is, mix of commands and agencies. Function/process also includes an assessment of compelling requirements to continue to perform those functions/processes (what capabilities "must" the Army retain in the twenty-first century?) and an assessment of what business process improvements might be employed to perform those functions/processes in a more efficient, effective manner. Functional/process product is a set of alternative organizations for each Title 10 function. Included are those functions/processes not addressed in the other six FAA or postured for the twenty-first century through MACOM re-engineering, e.g., health care.

5. **FAA Schedule:** There will be a total of 7 FAAs conducted in accordance with the following schedule:

Function(s)	Proponent/**Staff**	Completion Date
Mobilize/Demobilize and Deploy/Redeploy	FORSCOM/MTMC	September, 1995
Doctrine & Organize Train & Leader Development	TRADOC	October, 1995
Recruit/Personnel Management	ODCSPER	December, 1995
Construct	USACE	January, 1996
Equip, Supply, Service & Maintain	USAMC	January, 1996
HQDA/SSA/FOA	ODAS/OAA	February, 1996
Umbrella Institutional Army Redesign	ODCSOPS	March, 1996
Contracting	**ASA(RDA)**	**February, 1997**
Test & Evaluation	**TEMA**	**February, 1997**
PLL Elimination	**FORSCOM**	**December, 1996**
PM Matrix Support	**ASA(RDA)**	**February, 1997**
ARL Alignment	**ASA(RDA)**	**February, 1997**

6. **FAA Products.** All FAAs will be presented in the format prescribed herein. In essence, the required product is the proposed organization of the function, redesigned to support Force XXI. Included will be intermediate milestones, as applicable, to be met in order to achieve each objective and an experimentation plan to investigate the efficacy of the proposed organization in supporting the Joint Venture effort at its intermediate objectives (Brigade/Task Force XXI, Division XXI, Corps XXI) along that endeavor. The functional experimentation plan will include, but will not be limited to, specific issues to be addressed in the FAAs and other efforts dealing with this venture, some of which can also be addressed adequately in the GHQ exercise series. Functional proponents will be responsible for the preparation and participation in exercises to pursue issue resolution. Experimentation plans are not limited to these series of exercises and may include other approaches such as relevant Joint Venture and Army Digitization Office experiments or other options deemed appropriate by the sponsor/proponent in coordination with the Director, Force Programs, ODCSOPS.

7. **FAA Format.** Each FAA presentation to the VCSA will be in accordance with the following format:

a. *Process.* Description of the current and proposed re-engineered core process for performing the function to include how, if appropriate, the basis for performing the functions/processes must be changed.

b. *Organization.* HQDA, intermediate and installation level. Define three alternative organizations for each level with the advantages and disadvantages of each alternative. One alternative must reflect an organization significantly smaller than the current (authorized manpower) total Army organization of the function; one alternative must represent a total revision of the current major command/major subordinate command organizational structure for the function Army wide.

c. *Basis.* Policy, law (in addition to or other than US Code, Title 10), directive, custom, etc. to define requirements/work required of the function.

d. *Key Drivers.* Conditions which influence how a process is performed, such as, numbers of divisions, active installations, prepositioned equipment, forward deployed forces.

e. *Enablers.* Common systems, processes and/or procedures which facilitate the performance of core function/process.

f. *Operational Force.* Linkages to the operating force including the division of responsibilities between the Institutional Army and operational counterpart in peacetime and wartime.

g. *Skills.* Education, schools, programs, other structure necessary to provide and sustain the skills necessary to perform the function.

h. *Management.* Requisite structure to manage the function (related to one alternative in "Organization" (paragraph b above).

i. *Resources.* Manpower (AC/RC/Civilian/Contract), dollars, other that may be used to perform this function and where, as applicable, one type resource is preferred or required over another, e.g., requirement to exercise Uniform Code of Military Justice (UCMJ) jurisdiction = military/officer.

j. *Publications.* Documentation produced by or required to perform this function.

k. *Standards.* Performance measures to assess functional effectiveness.

l. *Priorities.* Method for prioritizing requirements to be resourced.

m. *Issues.* For each unresolved FAA issue, alternatives, advantages, disadvantages and recommendation for resolution.

n. *Assumptions.* Assumptions made in the conduct of the FAA which are necessary to program the function, e.g., size of force stationed overseas or installations retained.

o. *Data.* Data requirements and sources required to manage the function.

p. *Principles.* Demonstrate how each study principle is accommodated in the redesigned function.

q. *Experimentation Plan.* Approach to test the proposed redesigned function using GHQ series of exercises or comparable method for testing/validating issue resolution.

8. **Collateral functions.** Certain functions performed by the Army, not explicitly enumerated in Title 10, such as safety, inspections, audits and religious and legal services, are relevant to several of the FAAs. Accordingly, FAA management operating organizations, co-chaired by the sponsors and proponents, should include broad representation to ensure appropriate consideration of these universal functions. The HQDA FAA is scheduled late so that FAA sponsors and proponents will have an opportunity to define, as part of their organization-related objective (paragraph 6b above), the nature of the headquarters structure necessary to manage the proposed functional design. The Institutional Army Umbrella Redesign FAA will commence immediately and be conducted concurrent with all other FAAs, interjecting issues to be addressed by relevant FAAs as they surface and presenting alternative solutions to individual FAA proposals at the concluding presentation to the VCSA as each FAA is completed.

9. **Issue Management**. The Umbrella Institutional Army Redesign FAA will serve as a coordination cell for the steering committee. The coordination cell will ensure integration among the individual FAA and that innovative ideas are examined across the functional boundaries of the individual FAA. Issues may be presented to the steering committee for approval and assignment to the appropriate FAA for resolution. Moreover, FAA sponsors/proponents may mutually agree to refer specific issues to each other without necessarily deferring to the steering committee. Major, discrete issues, such as Integrated Sustainment Maintenance may be briefed to the VCSA outside the FAA format. The coordination cell will ensure that findings from these single issue briefings are integrated across Institutional Army assessments. Additionally, at the direction of the steering

committee, the coordination cell will develop and refer issues on challenging topics to be vetted in one or more FAAs.

10. **Major Command Re-engineering**. The analytic base for initiating the Institutional Army redesign axis is the current status of the Institutional Army as defined by the results of recent and on-going major command re-engineering initiatives. To ensure a clear description of that analytic base each major command conducting a re-engineer initiative related to the Bottom's Up Review will present to the VCSA the results of their individual re-engineering work starting in January, 1995. The schedule and format outline for those presentations will be published separately.

PRINCIPLES

The Institutional Army will be re-engineered and redesigned in accordance with the following principles:

1. **Values.** Enduring Army values and ethics as detailed in FM 100-1, The Army, guide the redesign effort.

2. **Army Imperatives.** The six Army imperatives continue to be the bedrock of the Institutional Army.

3. **Linkage.** The Institutional Army redesign will be linked to the National Military Strategy and be consistent with the Army's role as a power projection Total Army that operates increasingly within a joint environment.

4. **National Performance Review.** Redesign efforts will conform to National Performance Review principles. Unnecessary layering of functions and headquarters will be eliminated. Strive to reduce the size of HQDA and reduce the number of FOA and SSA. Reduce the number of MACOM headquarters.

5. **Core Competencies.** The Army's core competencies will serve as the foundation of the Institutional Army.

6. **Leverage.** Information age technology, management practices and processes and emerging results from the redesign and digitization of the operational force will be leveraged to improve effectiveness and provide efficiencies.

7. **Shared Vision.** The Institutional Army redesign and MACOM re-engineering will be accomplished within a shared vision of the Total Army leadership.

8. **Resourcing.** Functions will be resourced in the most cost-effective manner.

9. **Manpower Requirements.** Organizations and associated manpower requirements will be established in accordance with these principles and information age management practices. We will capitalize on the strengths of each component -- active, reserve and civilian.

10. **Experimentation.** Experimentation will be conducted as required in General Headquarters Exercises and other advanced warfighting experiments to test and refine proposed redesign efforts.

ORGANIZATION IMPROVEMENT PARAMETERS

The Institutional Army redesign campaign axis will be executed in accordance with the management principles enumerated in Annex E and include the following parameters:

1. **Empowerment.** Centralize guidance; decentralize execution. Empower personnel and organizations responsible and accountable for performing a function to make more decisions, solve more problems.

2. **Simplicity.** Streamline the organization to bare bones; retain only those personnel and equipment that contribute primarily to the organization's product. Avoid complex, multifunctional organizations the nature of which tends to dilute the quality of the organization's output. Cut the red tape.

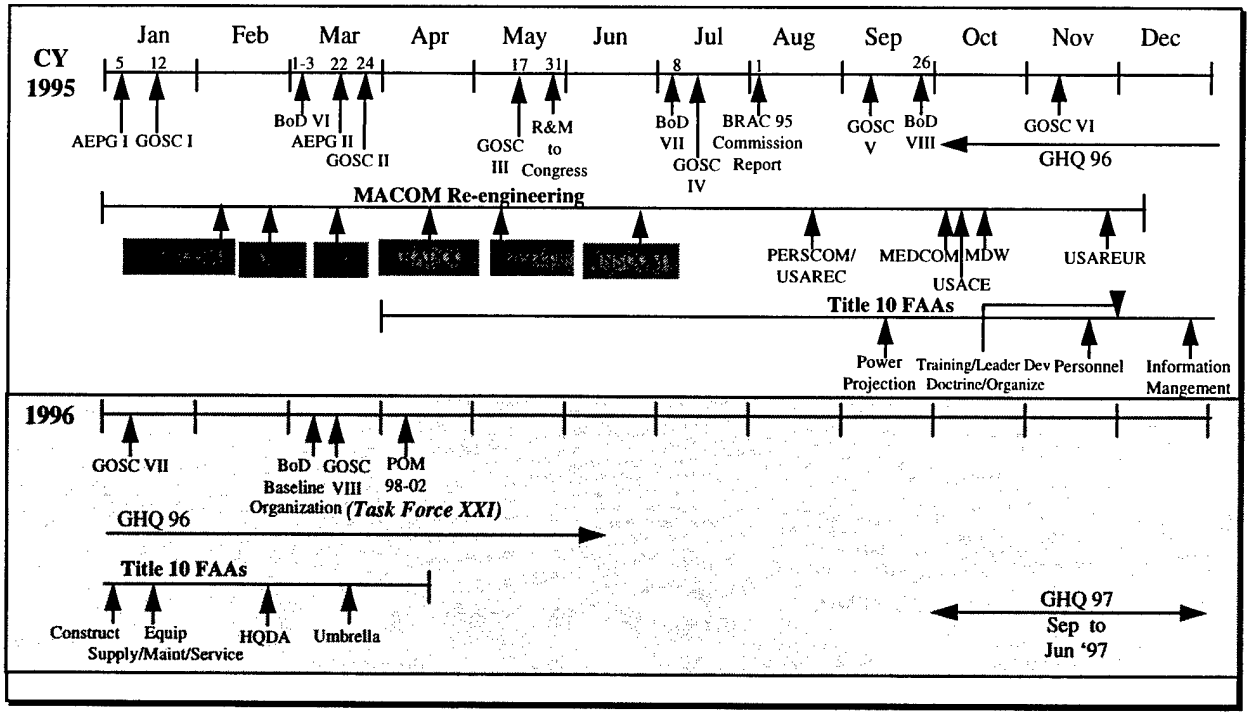
3. **Output.** Establish why the organization exists - what is its product; who are its customers; and organize to achieve performance standards defined in terms of product quality or customer satisfaction.

4. **Focus.** Combine organizations with a common focus. Avoid redundancies, overlapping responsibilities and dysfunctional competition. Each organization has a singleness of purpose, focused vision oriented at output - product quality or customer satisfaction.

5. **Technology.** Nurture technology within the organization for efficiency and effectiveness. Design technology into performance standards. Get on the information highway and collect information once - at the source. Use technology to make seemingly dispersed, dissimilar organizations perform as central, focused organizations. Collect only that information required to provide satisfactory output as defined in performance measures, and, as the functional proponent and therefore acknowledged authority, share it!

6. **Stewardship.** Inculcate a stewardship ethic. All members of the organization have the same shared vision, same focus, same goal of quality and customer satisfaction, in a cost-effective manner.

Institutional Army Timeline and Milestones



In consideration of CSA intent to address issues via, *"Commander's Conference"* all references in Campaign Plan to, *"Board of Directors"* or *"BoD"* should be considered as references to, *"Commander's Conference."* The original terms are retained in this annex to reduce confusion during the transition of termonolgy.

ANNEX G

C-1

DEFINITIONS

NOTE: To facilitate relating the Institutional Army to the Army and Operational Force, discussion of the Army and Operating Force is limited to definitions of their Competencies and an abbreviated overview of their Capabilities. Core processes discussion is limited to the Institutional Army.

1. **Core Competency** - *A collection of skills and technologies rather than a discrete skill or technology.*

   a. Army Core Competency:

      Prompt and Sustained Operations on Land

   b. Operating Force Core Competency:

      Decisive Victory, as the Land Component of the Combatant Commander's Joint/Multinational Force

   c. Institutional Army core competency:

      Organize, Train, Equip, Provide and Sustain the Land Component of the Combatant Commander's Joint/Multinational Force.

2. **Core Capabilities**

   a. Army Core Capabilities
      - Compel
      - Deter
      - Reassure
      - Support

   b. Operating Force Core Capabilities
      - Dominate Maneuver
      - Precision Strike
      - Win the Information War
      - Protect the Force
      - Project and Sustain

c. Institutional Army Core Capabilities and their definitions

Definition: *The capability gained when Institutional Army core processes are combined in relation to an element(s) of the Institutional Army's core competency.*

- **Develop the Force.** The "organizing," "training" and "equipping" elements of the institutional core competency encompass the various processes that must be accomplished to bring into being the operational units that comprise the Army's general purpose forces. Together they are driven by all five of the Force XXI battle dynamics (TRADOC Pam 525-5) and collectively form the core capability of force development. The processes comprising this capability begin with the development of doctrine—the basis for personnel and materiel requirements. Included are the design of units and their aggregation into the Army's force structure. Integration of trained personnel and modern equipment into the units is also a part of this capability.

- ***Generate* and Project the Force.** In a strategic environment where the threat is uncertain, missions difficult to foresee and American military power increasingly concentrated at home, the ability to rapidly deploy ready forces into a distant area of operations and to keep them coming as dictated by the tempo of battle, is recognized as the overriding capability by which the Army will be measured. This is the "provide" element of the institutional core competency that is driven by the "early entry" battle dynamic and is the operative capability that the other core capabilities and processes will support. It is defined as "force generation and projection" core capability. Implicit in force generation is to maintain appropriate readiness levels in active and reserve component units, plan for and conduct mobilization, tailoring, and deployment of units in the correct numbers, type and sequences into a theater of operations and redeploy and demobilize them upon termination of operations. Force generation and projection involves both the sending and receiving Army commands.

- **Sustain the Force.** The fifth element of the institutional core competency, "sustain," is also a core capability that directly supports the generation and employment of forces. It provides the consumables that enable military operations and the materiel, replacement units, soldiers and equipment to replace losses. Force sustainment begins in the continental United States (CONUS) sustaining base or in forward bases, extends through the Army component command and ultimately to the using units. It is primarily driven by the "combat service support" battle dynamic.

- **Direct, Acquire and Resource the Force.** Broadly defined, the three preceding core capabilities are the interdependent engines of land power by which the Institutional Army will support the combatant commanders in conducting military operations on land. For these capabilities to take effect, however, there must be central direction and coordination. Resources must be obtained, prioritized and allocated. A fourth core capability, "direct, acquire and integrate the force," encompasses those statutory responsibilities of the Secretary of the Army to effectively implement the policy, program and budget decisions of the President and Secretary of Defense. Direct, acquire and resource the force is a core capability for which Headquarters, Department of the Army has primary responsibility.

3. Core Processes

Definition: *From a Business Process Reengineering perspective, there are two types of processes in a business. Operations Processes are the core processes that generate the product or output that is "sold" to the external customer, i.e., the Commander in Chiefs (CINCs). Administrative Processes are the internal processes that keep the business going , do not consume (pay/use) the products, and are for the internal customer, i.e., the Staff, Office of the Secretary of Defense (OSD), Congress, etc. These might be considered as "enabling" processes.*

A preliminary list of Institutional Army Core Processes are:

- **Develop Doctrine**: the process of developing the fundamental principles by which the operating force and the Institutional Army guide their actions in support of national objectives in war and operations other than war.

- **Develop Requirements**: the process of identifying, investigating and developing doctrine, training, leader development, organizations and materiel required improvements and capabilities, focused on the soldier, responding to the Army's vision of future requirements.

- **Acquire and Sustain People**: the process of attracting, accessing, training, educating, managing, promoting, distributing, assigning and retaining personnel to meet military and civilian manpower requirements and sustaining entitled personnel service and health service support.

- **Identify and Develop Leaders**: the process of identifying and transforming potential leaders into future commanders, staff leaders, noncommissioned officers and civilian leaders for current and future Army requirements through education, self development, varied assignments and experience.

- **Acquire, Maintain and Sustain Equipment**: the process beginning with research and development, to production, and through materiel fielding which provides to the total force the necessary technology and enhanced systems capable of executing warfighting operations today and tomorrow.

- **Tailor, Mobilize and Project Land Power**: the process of building force packages from the total force based on requirements of the combatant commanders, preparing them for deployment, and insuring a seamless flow to ports of embarkation, while maintaining a continuity of support for deploying force package units. ***Tailoring*** is the function/ process that, in the execution of either deliberate or contingency operations, entails the actions of the Army in selecting the specific CS and CSS units to be included in the CINCs force package and other force requirements for a specified operation. It also includes the function/process of the identification by supporting CINCs (e.g., ACOM, EUCOM, SOCOM, SOUTHCOM,PACOM, TRANSCOM,

SPACECOM, STRATCOM, CENTCOM), in coordination with the Army, of the units (specific) which will be mobilized (active/reserve) for that action. The output of the tailoring process is a force package to accomplish the supported CINCs operational mission and a package of other necessary forces (forces for backfill, mobilization and deployment support, etc.) to support that operation.

- **Support Organizational Training**: the process of establishing organizational training standards and identifying and providing resources of all types and categories necessary for the conduct of organizational training.

- **Acquire and Sustain Facilities**: the process of identifying, acquiring, managing, maintaining and ultimately disposing of real property in support of Army requirements for the sustaining base and forward stationed forces.

- **Maintain and Sustain Land Operations**: the process of providing maintenance, supply, transportation and field services to operating units world-wide to maintain force effectiveness including the initial provisioning of force packages and the strategic concentration of support assets in the theater based on combatant commander guidance and priorities.

- **Manage Installations**: the process of planning, organizing, coordinating, staffing, directing and controlling resources to accomplish the installations' mission in support of maintaining the readiness of the force, deploying and sustaining the force, protecting the environment and enhancing the quality of life for soldiers, families and the army civilian workforce.

- **Plan, Provide Direction and Obtain and Allocate Resources**: the process of providing direction and allocating resources in accordance with established priorities to support OSD, OJCS, CINCs, MACOMs and multinational operational planning including articulating, justifying, obtaining and executing resources in a manner consistent with OSD and the legislative branch of government.

- **Manage Information**: the process of collecting, processing, disseminating and displaying information in an integrated, inter-operable, compatible global system.

- ***Financial Management .....***

(Note: Need to incorporate MG (Ret) Greenway's split of processes)

DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310

January 13, 1995

Charter for Redesigning the Institutional/TDA Army

Purpose. To establish procedures and responsibilities for redesigning the Institutional/ TDA Army as part of the Force XXI campaign.

Mission. Redesign the institutional Army by the year 2000 so that it will effectively and efficiently perform service Title 10 functions that support redesigned Army warfighting organizations in order to ensure a trained and ready Army, fully capable of doing its part in executing the National Military Strategy, in joint and combined operations, while maintaining timeless Army values and ethics.

Execution. The Vice Chief of Staff, Army (VCSA) will supervise the re-engineering of departmental processes and the redesign of organizational structures to support the Title 10 core competencies required for America's Army in the twenty-first century. The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)) and the Deputy Chief of Staff for Operations and Plans (DCSOPS) will coordinate the overall effort. Re-engineering and redesign will be accomplished in three phases with an initial, preliminary redesign in time to support submission of the Program Objective Memorandum for the Fiscal Year 1996 submission, and subsequent redesigns accomplished in time to support Program Objective Memorandum submissions in Fiscal Years 1998 and 2000. The process will consist of four simultaneous and interrelated efforts:

-- Internal Major Army Command (MACOM) re-engineering. Under the leadership of their respective commanders, MACOMs will be re-engineered. This effort is in progress and will serve as the analytic baseline for the redesign effort. MACOM commanders will review with the VCSA the results of their re-engineering efforts beginning in January 1995, and, annually thereafter, their progress in implementing those results, including adjustments attributable to Force XXI.

-- Comprehensive review of service Title 10 functions. The VCSA will direct a series of Functional Area Assessments (FM) for selected Title 10 functions in order to provide insights and momentum to the TDA redesign effort. The ASA(M&RA) and DCSOPS will recommend the functional areas to be examined and the procedures and schedule to be followed, as well as coordinate the process. Each department principal is charged with functional oversight of the re-engineering and redesign of their respective functions. In general, MACOM commanders will conduct, for and in coordination with department principals, a comprehensive assessment of selected Title

10 functions. Assessments will be conducted in accordance with the campaign plan and the principles outlined below and synchronous with the design of the operational force and the Planning, Programming, Budgeting and Execution System milestones. Initial redesign attributable to the Title 10 FM will be completed by April 1996. Subsequent Title 10 FM will be conducted during the period FY97-FY99, as required Discrete, specific issues of major significance, such as Integrated Sustainment Maintenance, may be referred to the VCSA at the discretion of the major commanders and department principals as those issues surface; these issues are not restricted by the above milestones.

-- Redesign of the Department of the Army Headquarters (HQDA), its field operating agencies (FOA), and staff support activities (SSA). Under the general oversight of the ASA(M&RA), the Administrative Assistant to the Secretary of the Army and the Director of the Army Staff will lead this effort, and, as part of the initial redesign phase, present alternatives and recommendations for redesign to the Under Secretary and the VCSA no later than March 1, 1996. Recommendations for the HQDA redesign will be submitted through the Chief of Staff, Army (CSA) to the Secretary of the Army (SA) for approval.

-- Umbrella redesign of the Institutional/TDA Army. The ASA(M&RA) and the DCSOPS will provide oversight of an in-depth study conducted by the Assistant DCSOPS, Force Development, to determine overall organizational changes which may be required to enhance the ability of the Institutional/TDA Army to perform service Title 10 functions and to support Army warfighting organizations in the twenty-first century. Included will be the development of a fully coordinated statement of institutional core competencies necessary to establish the Institution's contribution to Force XXI as well as a documented doctrinal basis for the Institution. This effort will integrate the results of Title 10 FM, MACOM re-engineering efforts, and the results of the redesign and digitization of the warfighting Army. As part of the initial redesign phase, fully coordinated Secretariat/Army Staff study alternatives and recommendations will be provided to the Under Secretary and the VCSA no later than March 30, 1996. Subsequent recommendations will be submitted through the CSA to the SA for approval.

Principles. The Institutional/TDA Army will be re-engineered and redesigned in accordance with the following principles:

-- Enduring Army values and ethics as detailed in FM 100-1, The Army, guide the redesign effort.

-- The six Army imperatives continue to be the bedrock of the Institutional/TDA Army.

-- The Institutional/TDA Army redesign will be linked to the National Military Strategy and be consistent with the Army's role as a power projection Total Army that operates increasingly within a joint environment.

-- Redesign efforts will conform to National Performance Review principles. Unnecessary layering of functions and headquarters will be eliminated. Strive to reduce the size of HQDA and reduce the number of FOA and SSA. Reduce the number of MACOM headquarters.

-- The Army's core competencies will serve as the foundation of the Institutional/TDA Army.

-- Information age technology, management practices and processes and emerging results from the redesign and digitization of the operational force will be leveraged to improve effectiveness and provide efficiencies.

-- The Institutional/TDA Army redesign and MACOM re-engineering will be accomplished within a shared vision of the Total Army leadership.

-- Functions will be resourced in the most cost-effective manner.

-- Organizations and associated manpower requirements will be established in accordance with these principles and information age management practices. We will capitalize on the strengths of each component - active, reserve and civilian.

-- Experimentation will be conducted as required in General Headquarters Exercises and other advanced warfighting experiments to test and refine proposed redesign efforts.

Synchronization. Institutional/TDA Army redesign will be synchronized with the redesign and digitization of the Warfighting Army and the Planning, Programming, Budgeting and Execution System cycle.

Gordon R. Sullivan
General, United States Army
Chief of Staff

Togo D. West, Jr.
Secretary of the Army

Power Projection FAA

FREEDOM'S GUARDIAN

DECISION BRIEFING TO THE VICE CHIEF of STAFF, ARMY

25 October 1995

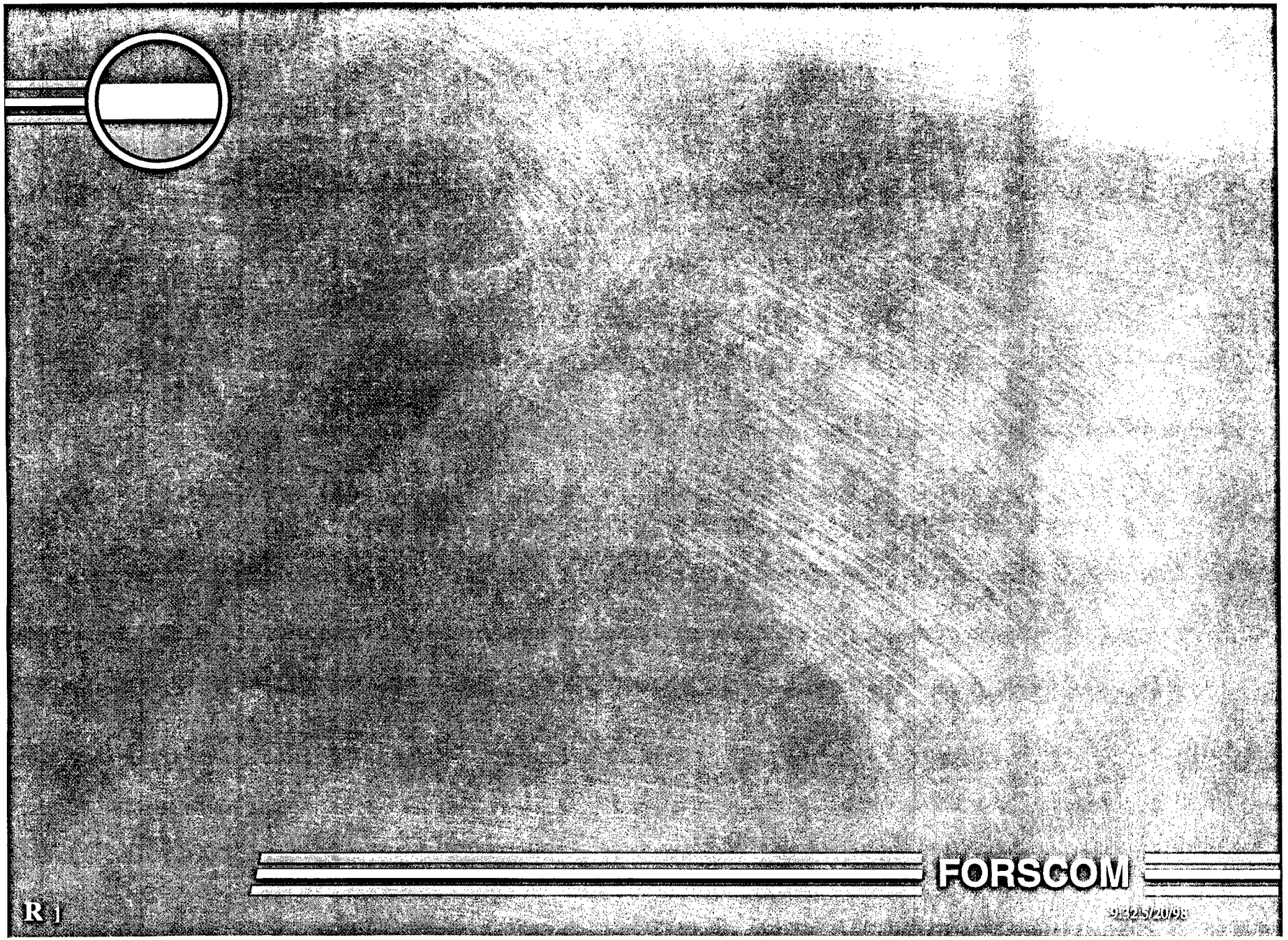
FORSCOM

9:08 5/22/98

Power Projection FAA

DECISION BRIEFING TO THE
VICE CHIEF of STAFF, ARMY
25 October 1995

FORSCOM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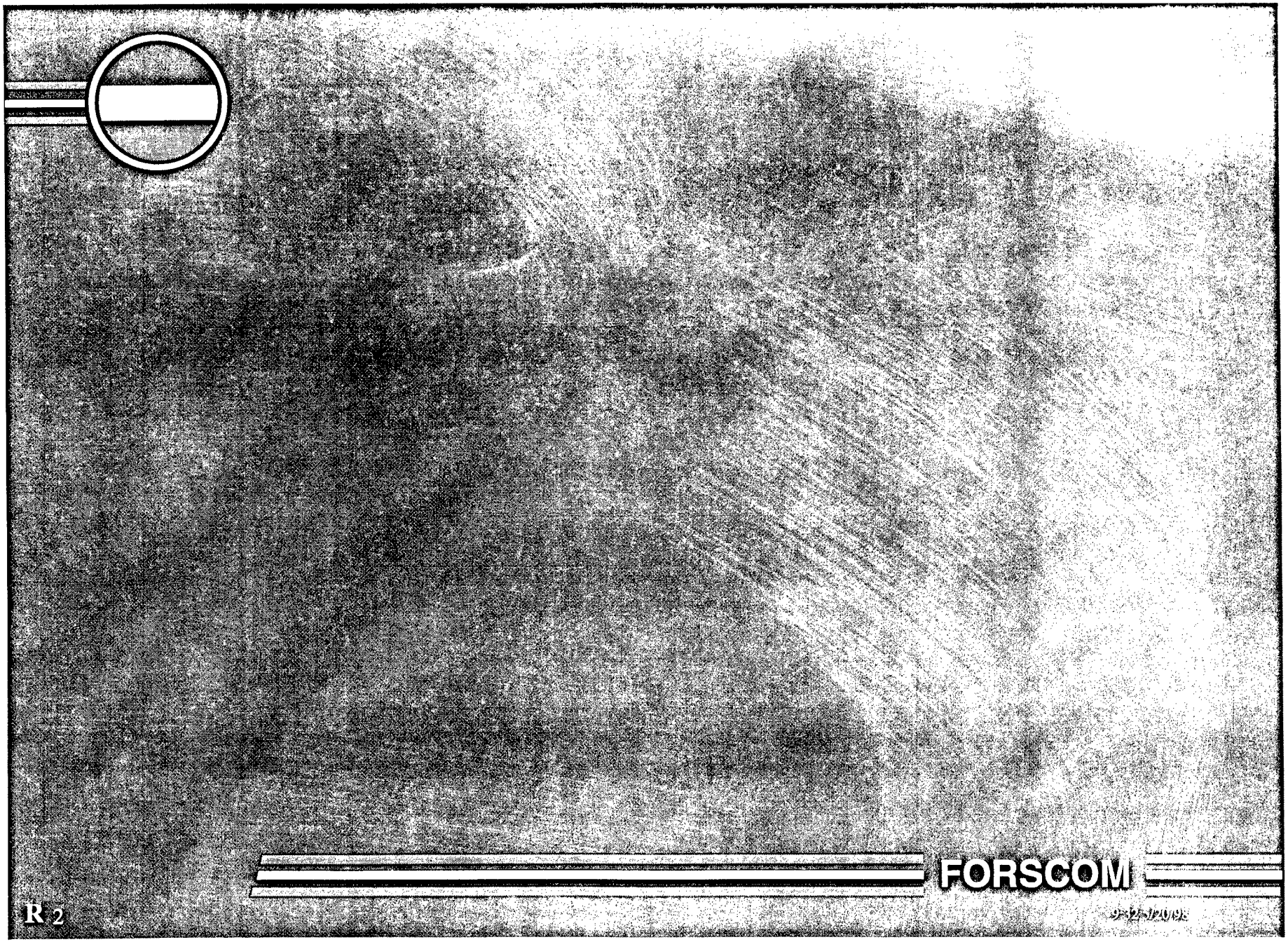
R 1

Purpose

Obtain decisions on Power Projection FAA recommendations. Obtain approval to incorporate and implement decisions Armywide.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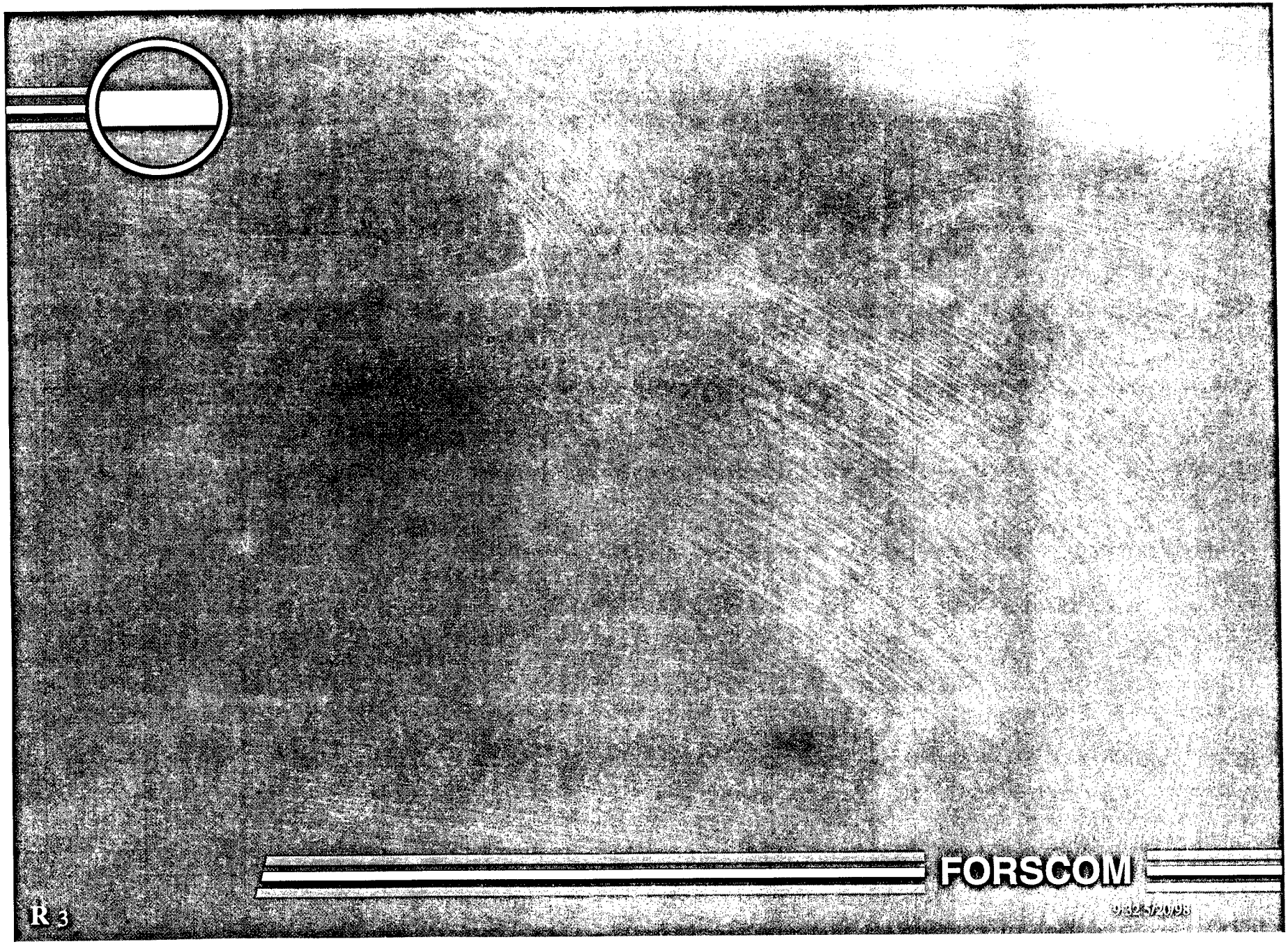
R 2

VCSA Briefing Agenda

- Introduction
  - FAA Mission, Background, Parameters, Objectives
  - Major Players, Timelines in the FAA process
  - Power Projection Process
- Mobilization/Demobilization Sub-FAA
  - Methodology, Current Process Vs Re-engineered Process
  - Structure
  - Alternative Organizations
  - Recommendations for implementation or further analysis
- Deployment/Redeployment Sub-FAA
  - Methodology, Current Process Vs Re-engineered Process
  - Structure
  - Alternative Organizations
  - Recommendations for implementation or further analysis
- Summary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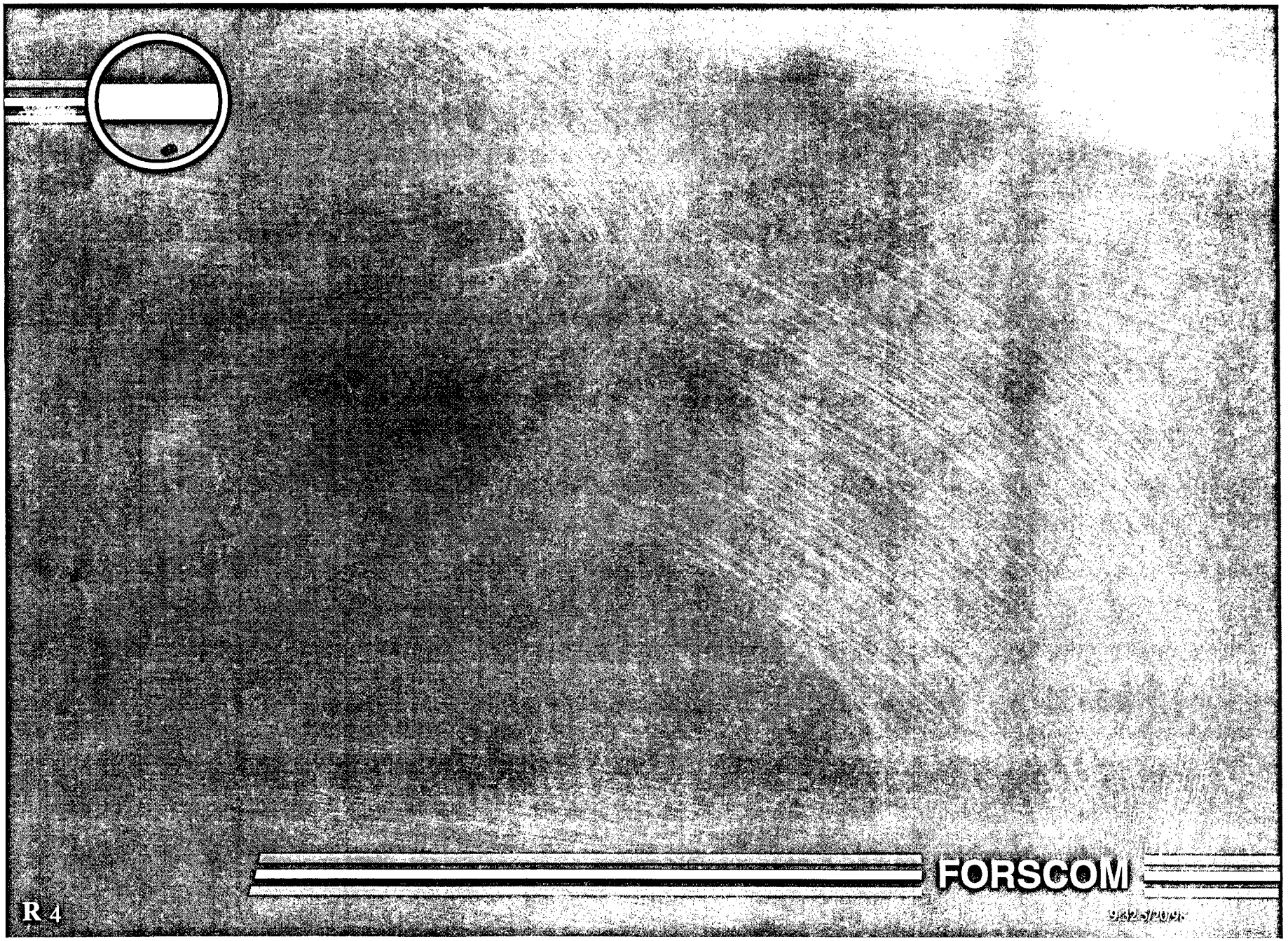
R 3

FORSCOM's FAA Mission Statement

CONDUCT AN FAA THAT :

- Leads to the redesign of the power projection process.
- *Rapidly and Efficiently transition* (RC) units, sub-units, and (IRR) soldiers to an active, mission capable duty status.
- *Deploys/Redeploys* AC/RC units.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R 4

POWER PROJECTION FAA BACKGROUND

- ***FORSCOM's strategy:***
  - Two separate sub FAA's: Mob/Demob and Deploy/Redeploy
  - Literature search, PAT's, current process definition of Deployment - Mobilization
- Level of Detail - Continue refining after VCSA briefing
- Focus on Re-engineering Process Vs Organization
- Experimentation and validation of alternatives continues after VCSA briefing

➪ ***Joint Implications*** - Understand and consider for both Mobilization and Deployment

➪ ***Not a resource rich FAA***

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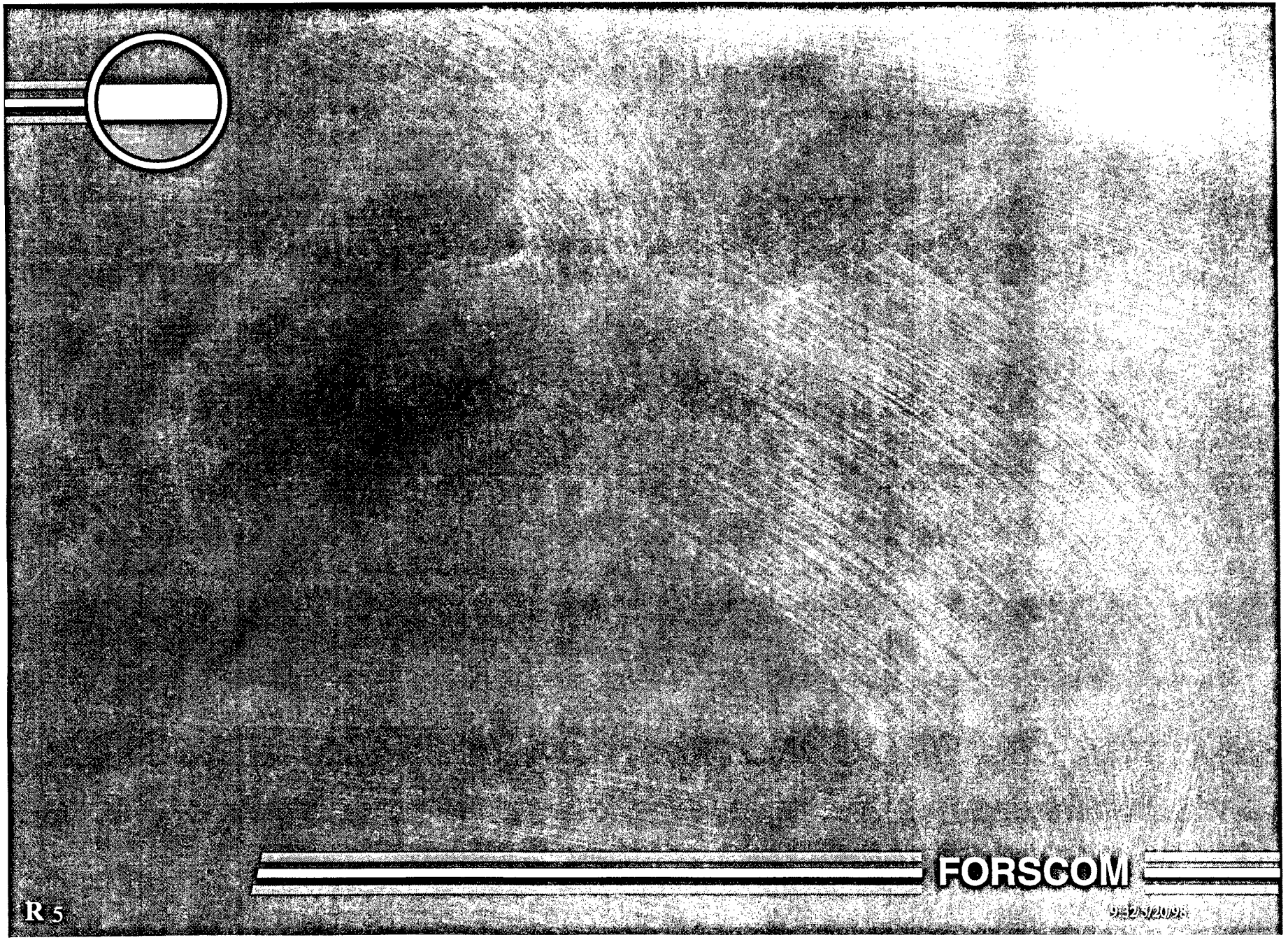
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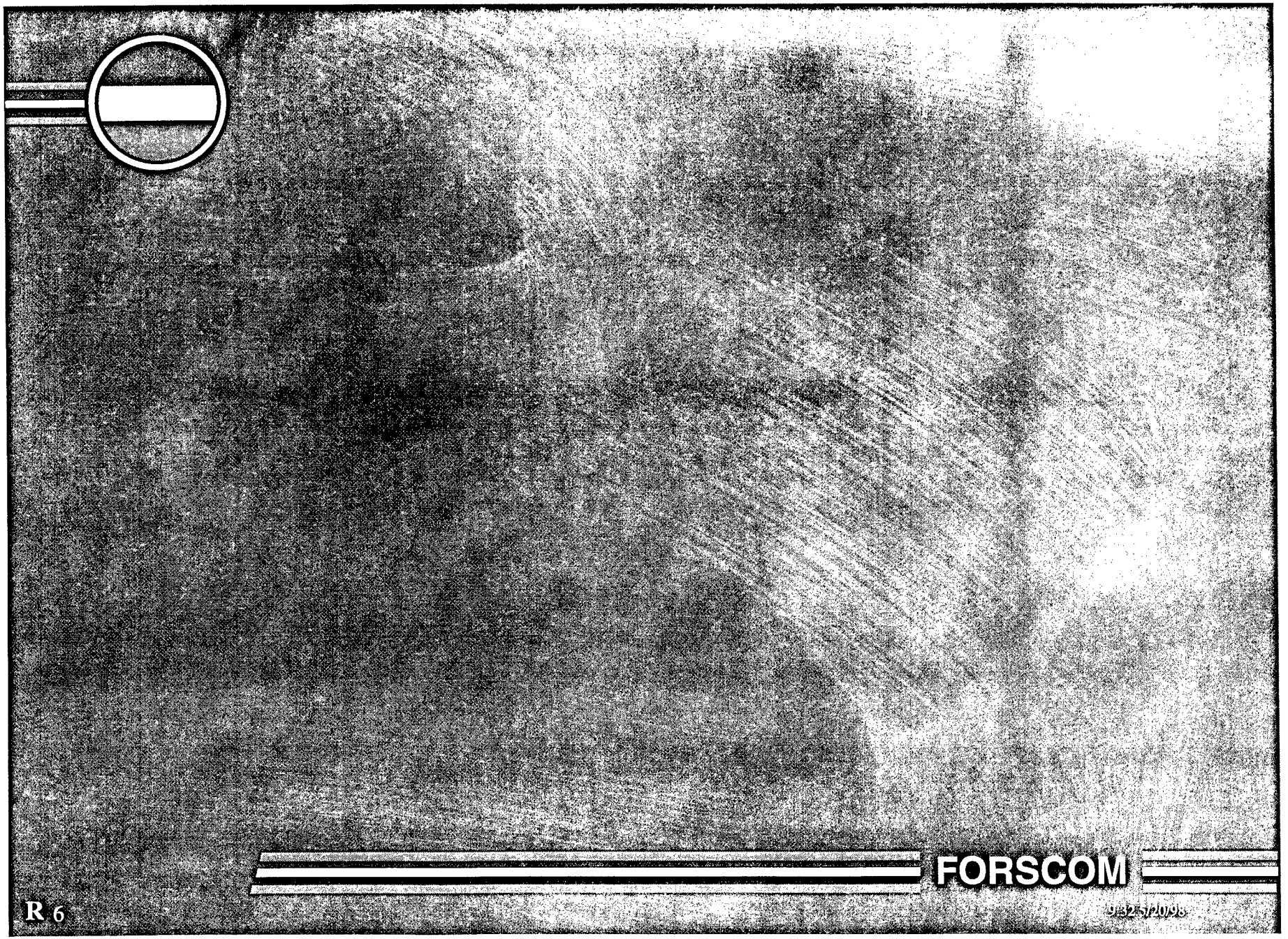
R 5

POWER PROJECTION FAA PARAMETERS (DA Campaign Plan)

- Mob/Demob: Unit or set of units prepared to be validated for deployment or to initiate requisite post mobilization training and to be restored to their pre mobilization status.
- Deploy/Redeploy: Capability to move units from mob (AC installations) station to theater of operations (for commitments across the spectrum of conflict levels and return).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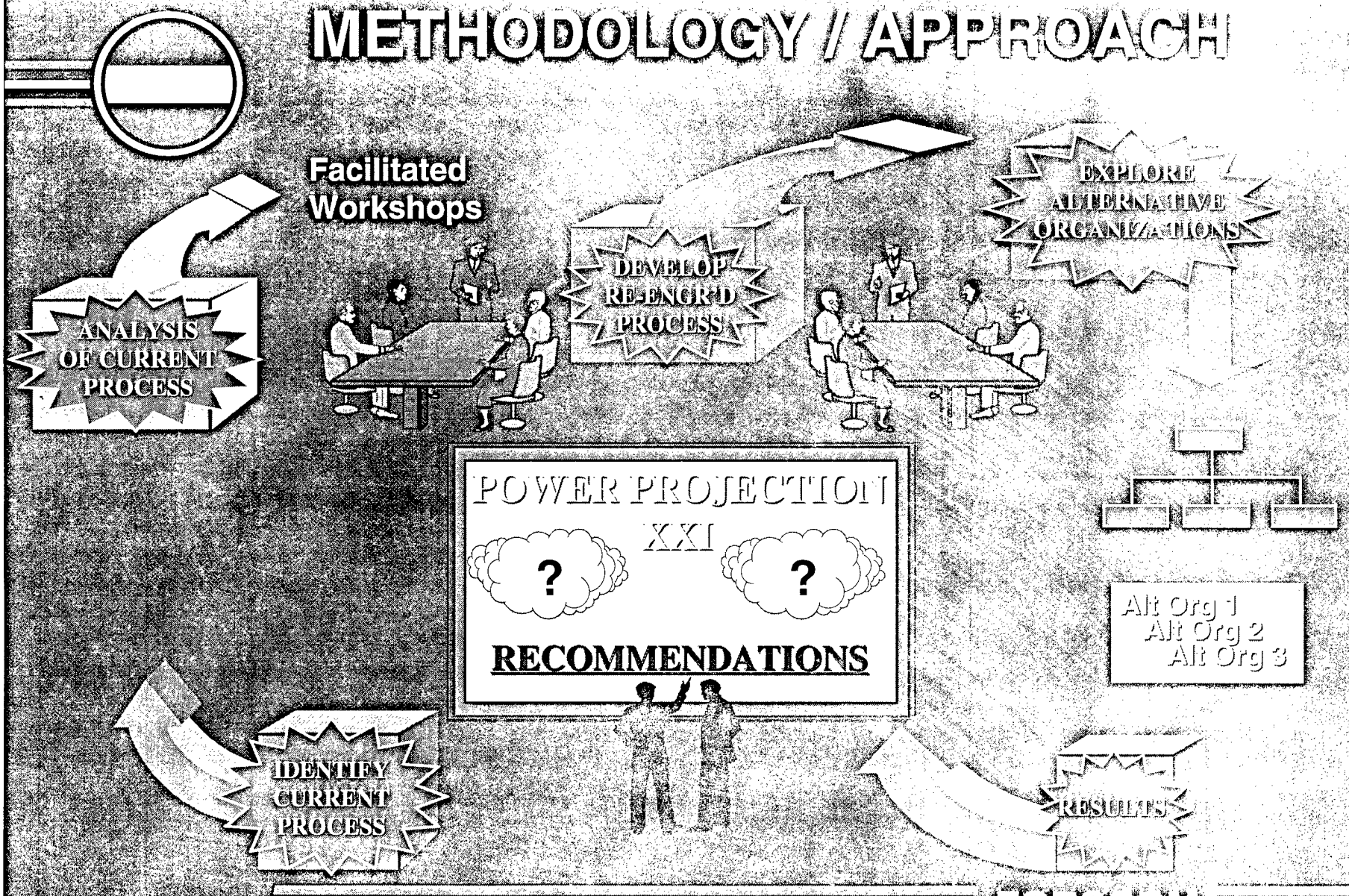
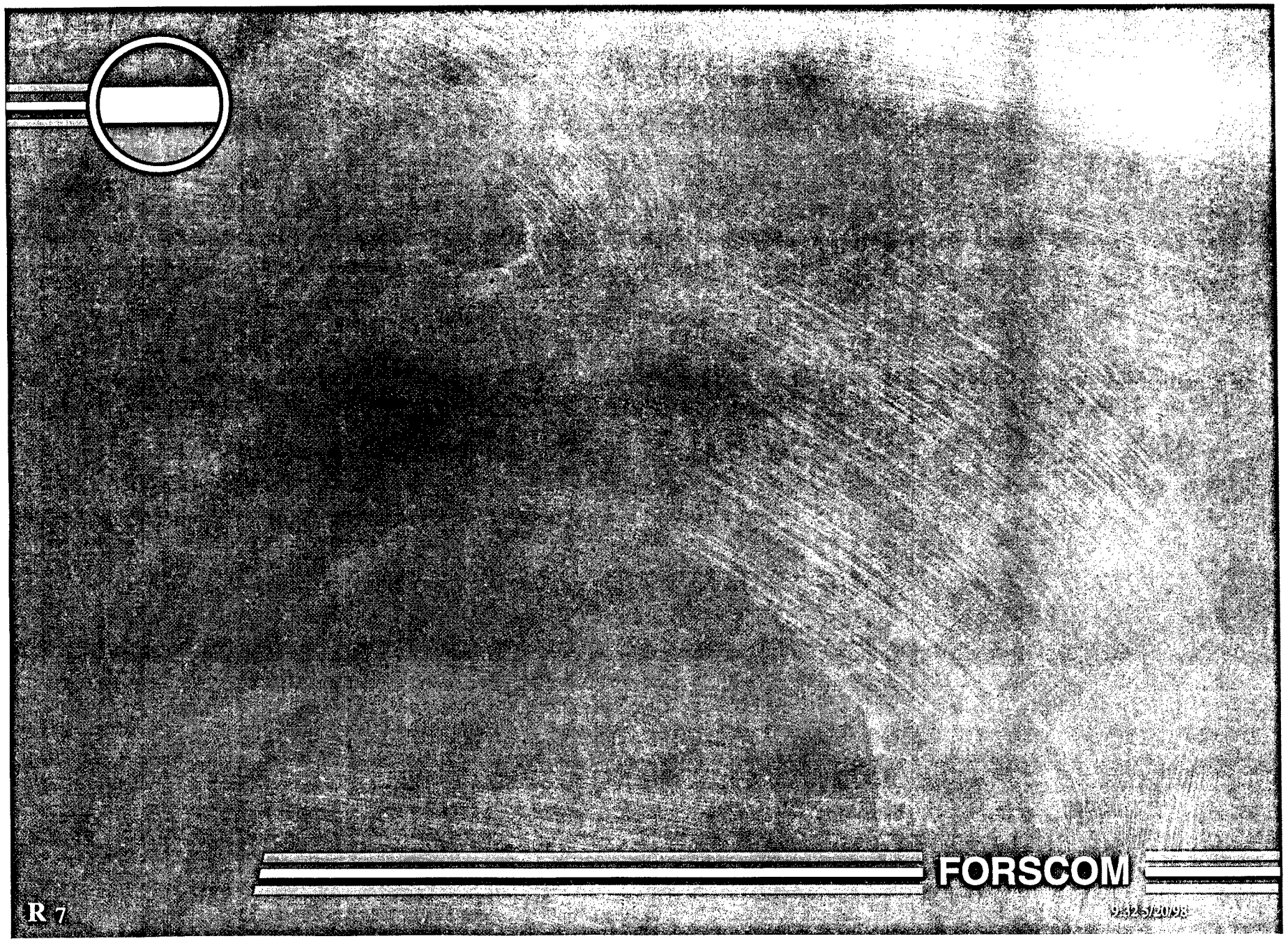
METHODOLOGY / APPROACH

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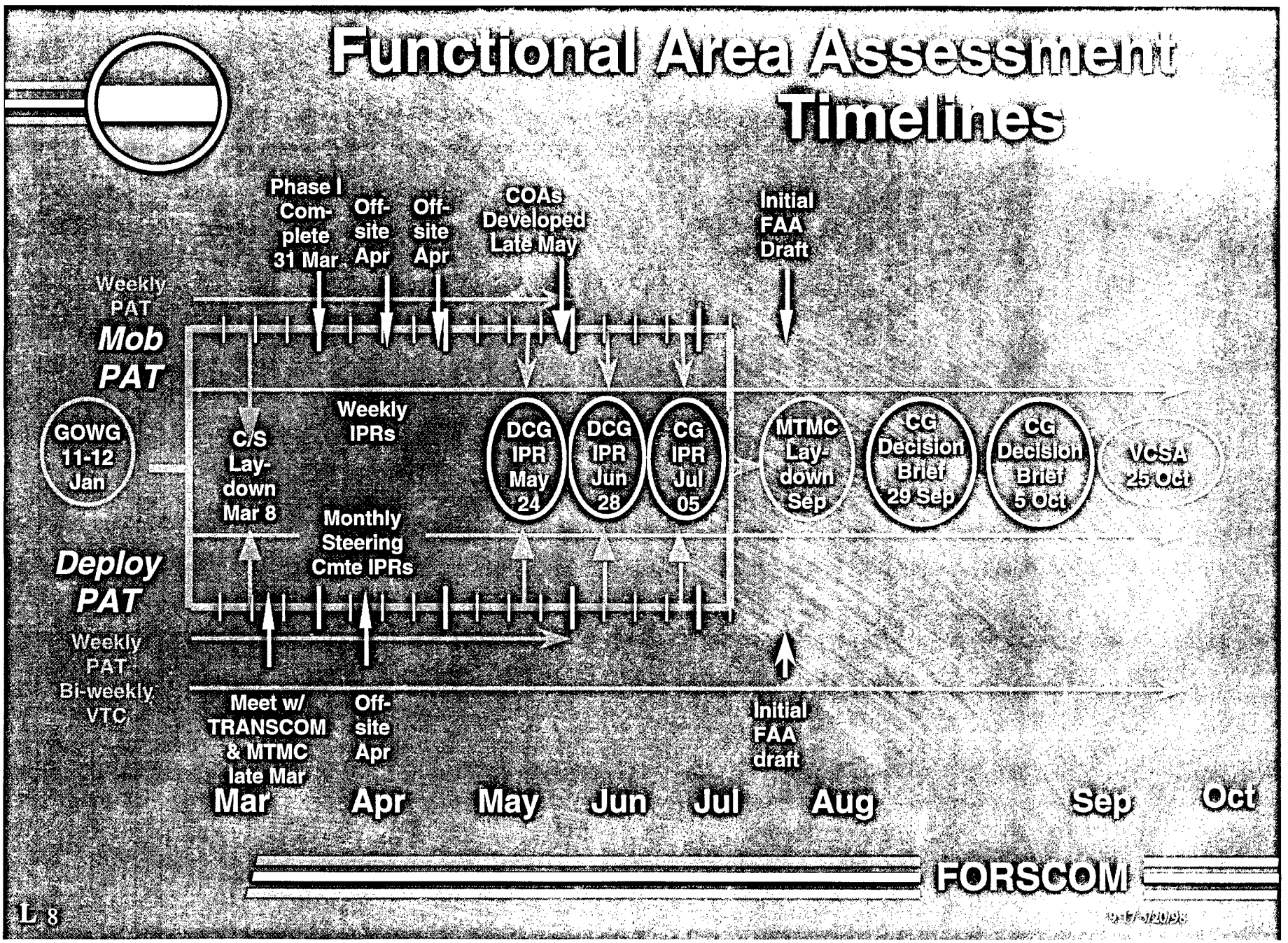
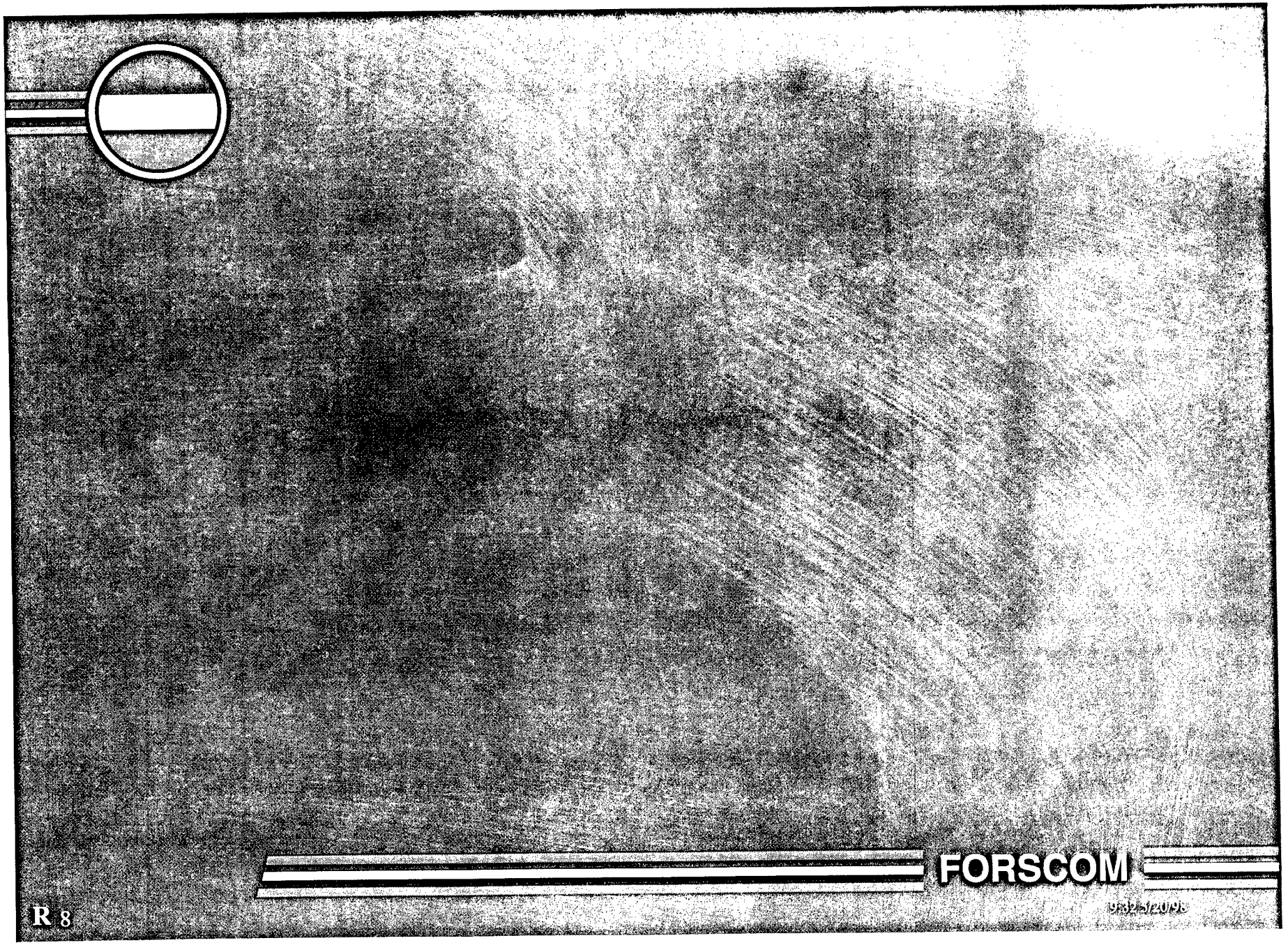
Functional Area Assessment Timelines

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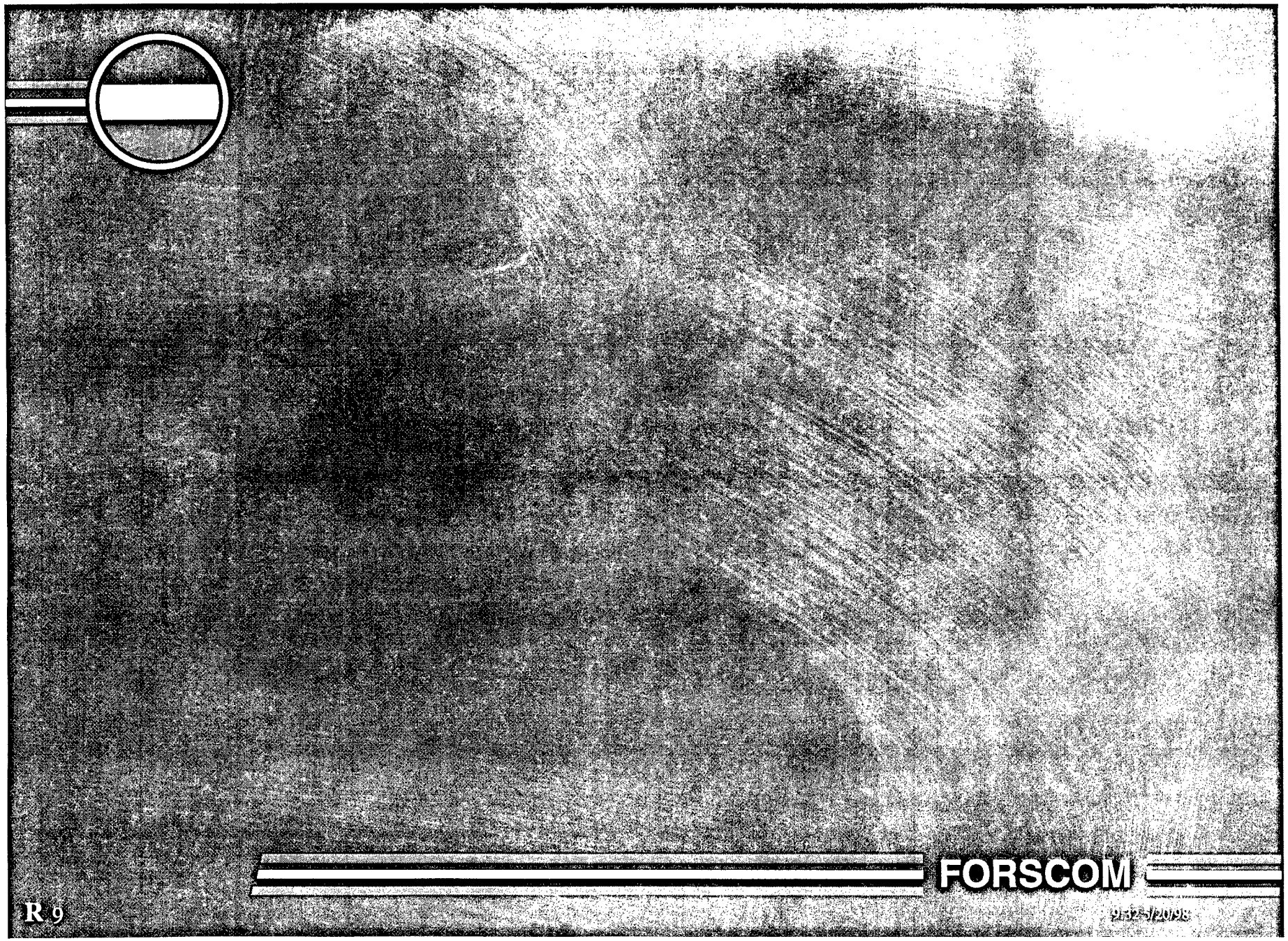
Additional FAA Guidance

- *Focus on the Re-engineering the Process*
- Two MRCs - isolated from any given scenario
- RC must be mobilized
- Do not address sustainment
- Do not consider industrial mobilization or implementation of the Selective Service System
- Civilian leadership has granted authority to mobilize RC
- Ability to move forces between theaters
- U.S. retains capability to project force by air and sea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R 9

Major FAA Players

- ASA-ILE
- USACOM
- HQDA
  - DAMO-ODM
  - DAPE-MO
- USASOC
- TRADOC
- MEDCOM
- TRANSCOM
- USAREUR
- MEDCOM
- USARPAC
- AAA

- MTMC (co-proponent for sub-FAA: deploy)
- ARPERCEN
- NGB
- USARC
- USAONE
- USAFIVE
- MOB STATIONS (4)
  - Ft Campbell
  - Ft Lewis
  - Ft Jackson
  - Ft Riley

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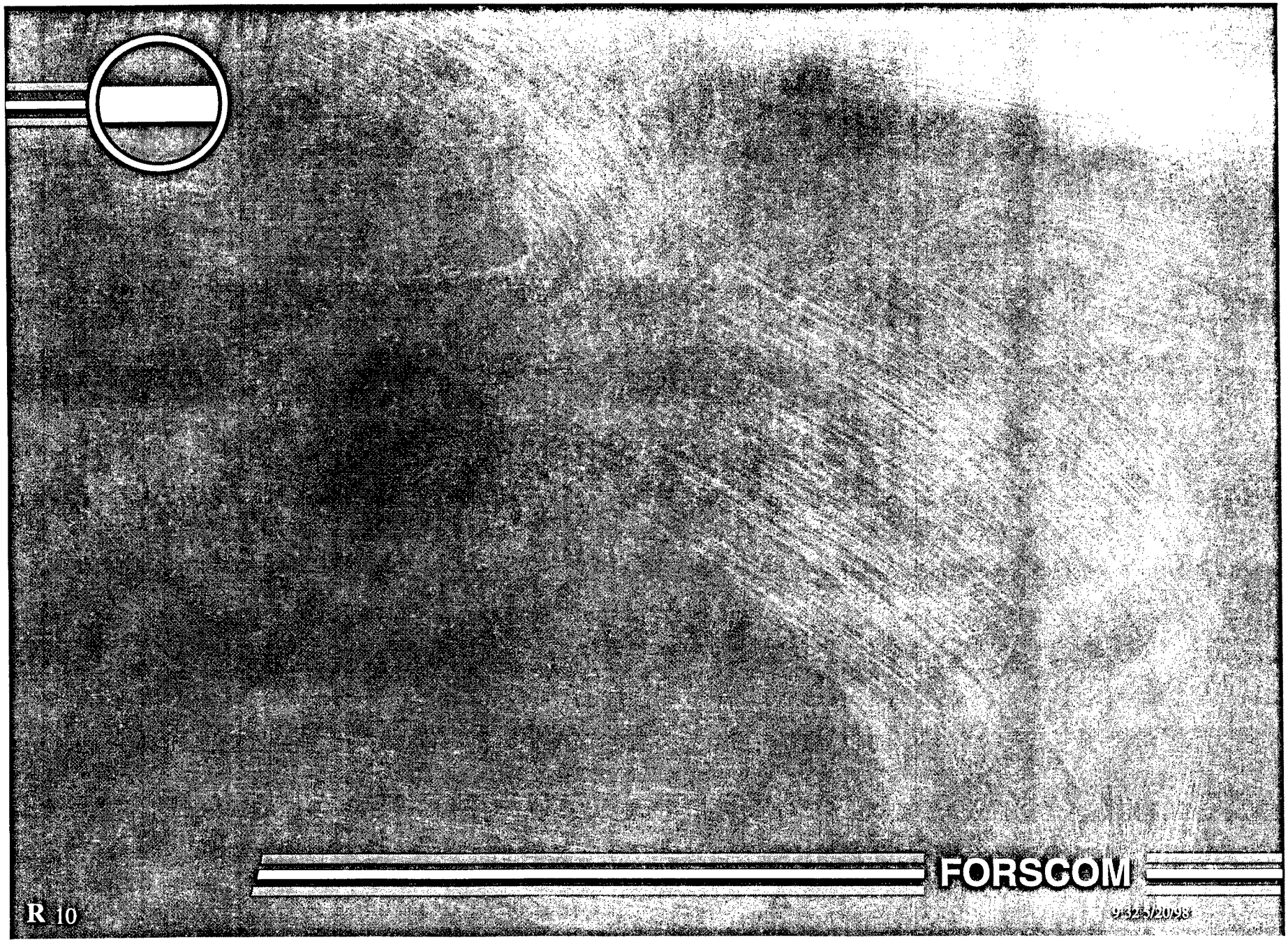

FORSCOM
R 10

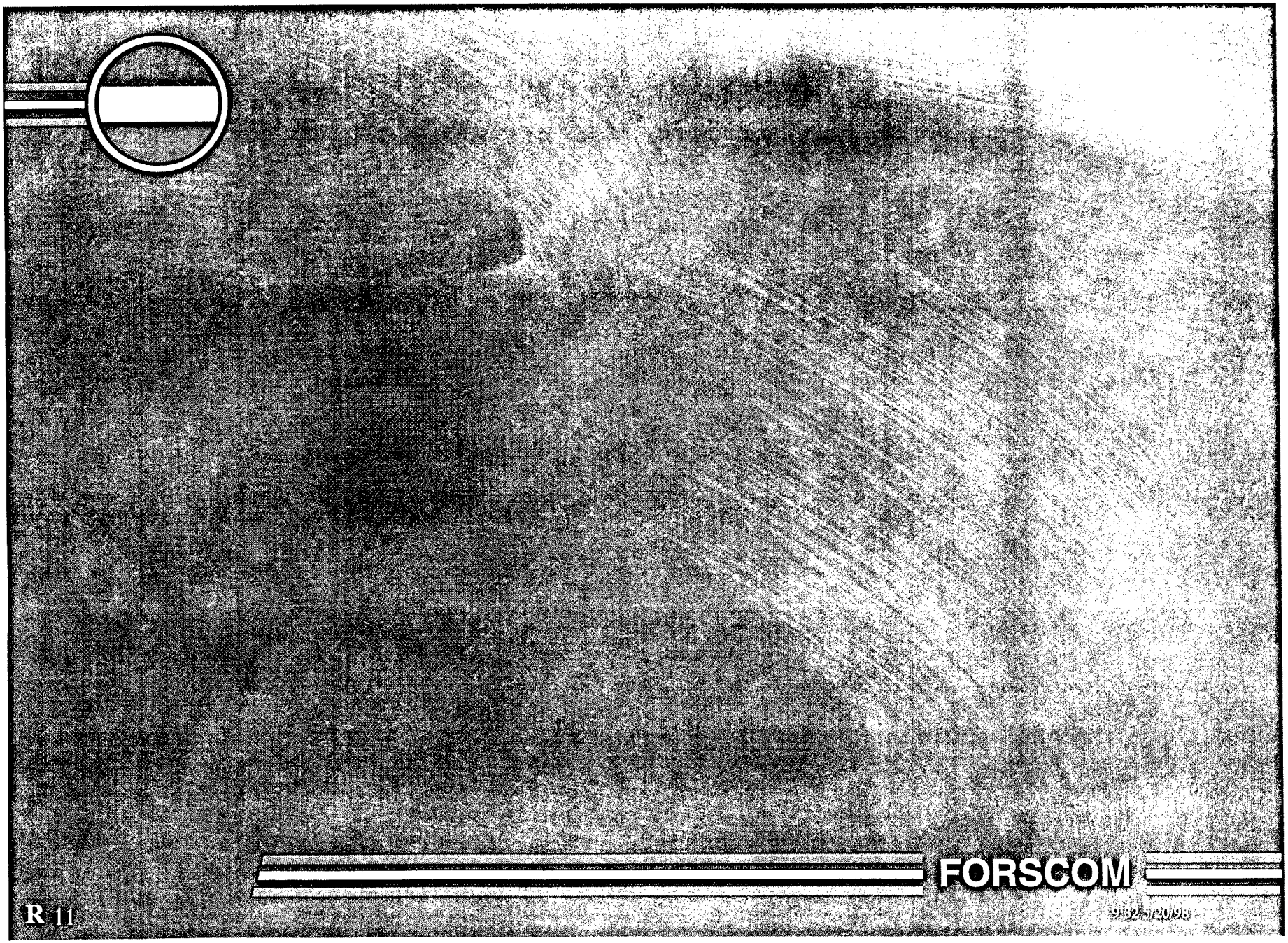
Power Projection Objectives (THE END PRODUCT)

Develop a process that re-engineers and streamlines the current Total Army Power Projection process through the elimination of structure, consolidation of functions and/or the incorporation of modern information technologies. Provide alternative organizations:

- Significantly smaller alternative structure
- Total revision of current structure
- Structure without constraints or preconditions

DA Campaign Plan

FORSCOM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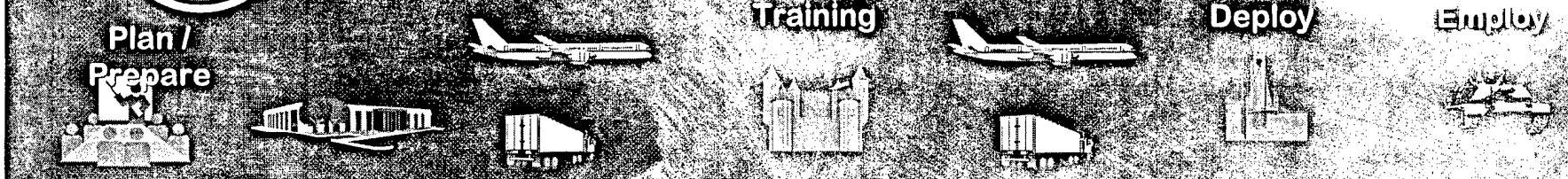
THE POWER PROJECTION PROCESS

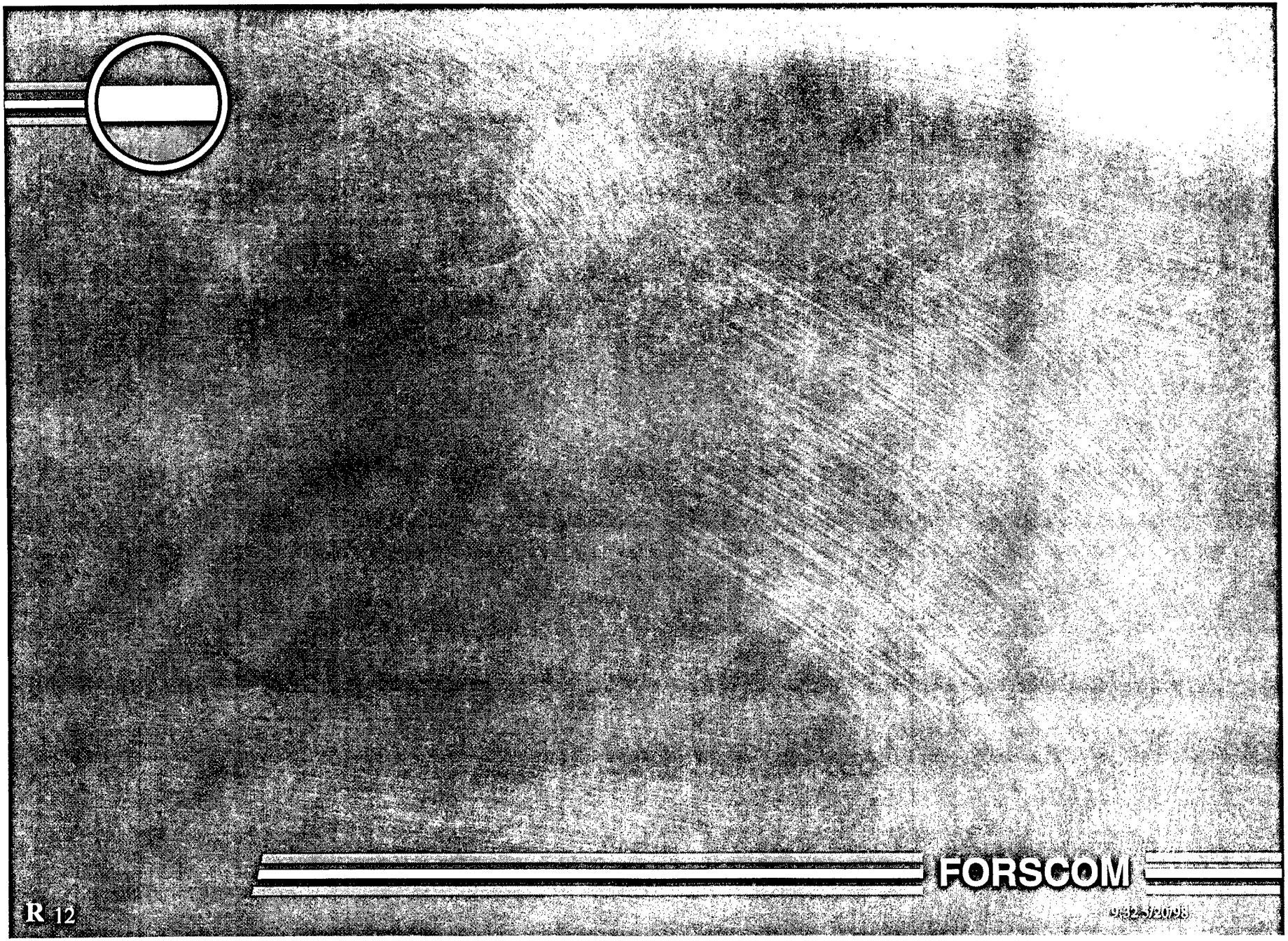


MOBILIZATION	→	POWER PROJ PLAT	→	DEPLOY

Home Station			Installation	Port	Theater
Phase I	Phase II	Phase III	PHASE IV	PHASE V	
- PLAN AND PREPARE	- ALERT - UPDATE STATUS - CROSS LEVEL	- ASSEMBLE - MOVE	- PREDEPLOY ACTIVITIES - SRP - VALIDATION	- MOVEMENT TO POE - STRATEGIC LIFT	- RECEPT - ONWARD MVT

FORSCOM

L 12

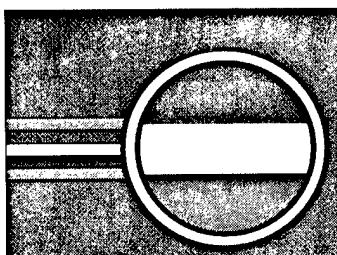

FORSCOM
R 12

POWER PROJECTION F/A
(MOBILIZATION)

VCSA BRIEFING
25 October 1995

FORSCOM

L 13

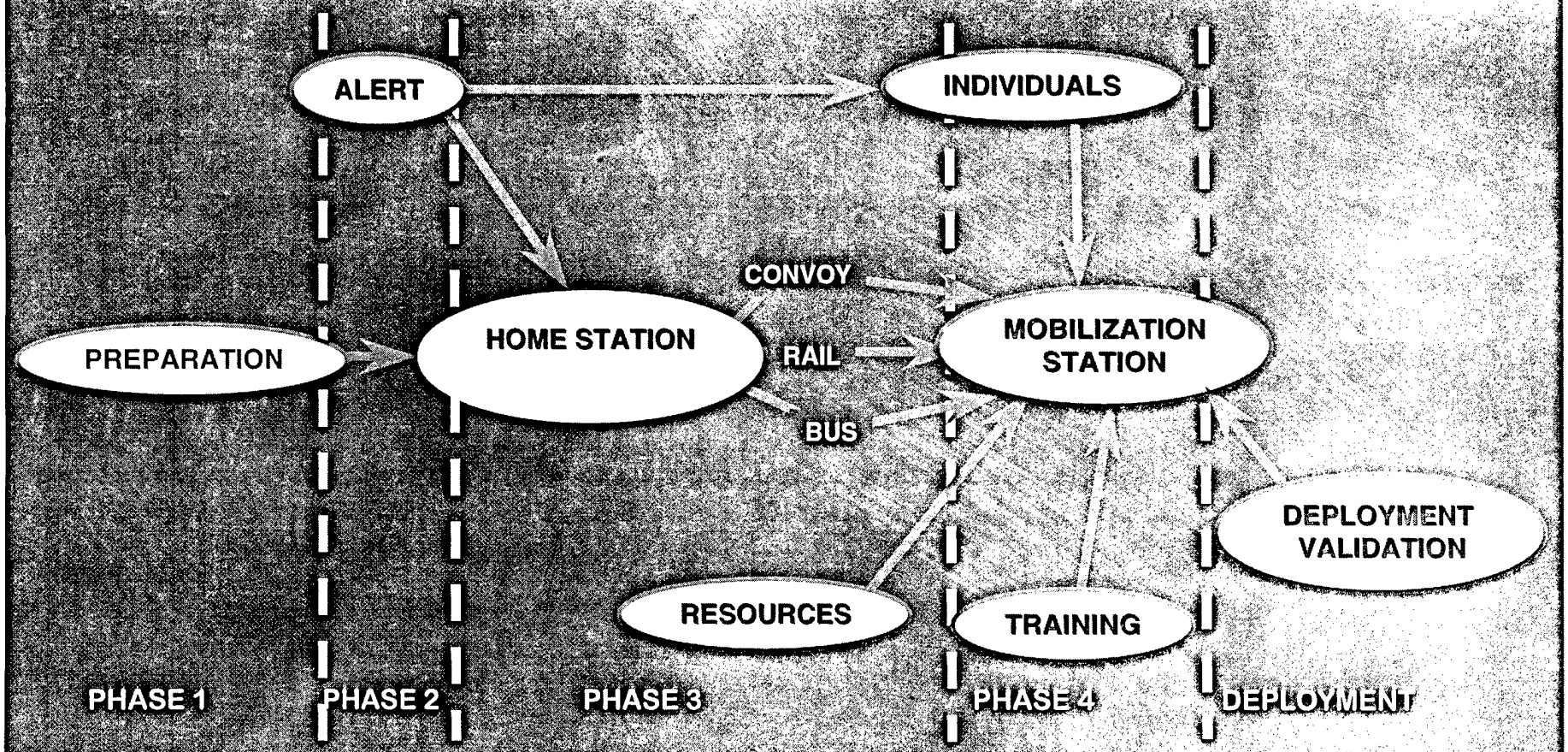


Agenda

- Current Process
- Reengineered Process
- Structure
- Alternative Organizations
- Recommendations
- Experimentation Plan

FORSCOM

MOBILIZATION PHASES



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Current Mobilization Process

Planning Phase	Alert Phase	Home Station Phase	Mob Station Phase
➲ Establish & implement policy	➲ Identify mob rqmts	➲ Assemble unit	➲ Conduct indiv training
➲ Conduct mob planning	➲ Publish alert order	➲ Review USR	➲ Redistribute per & equip
➲ Maintain mob files	➲ Crosslevel per & equip	➲ ID short-ages / needs	➲ Conduct SRP
➲ Conduct exercises & training	➲ Publish mob orders	➲ Move to MS	➲ Validate units

Validated Units Ready for Deployment

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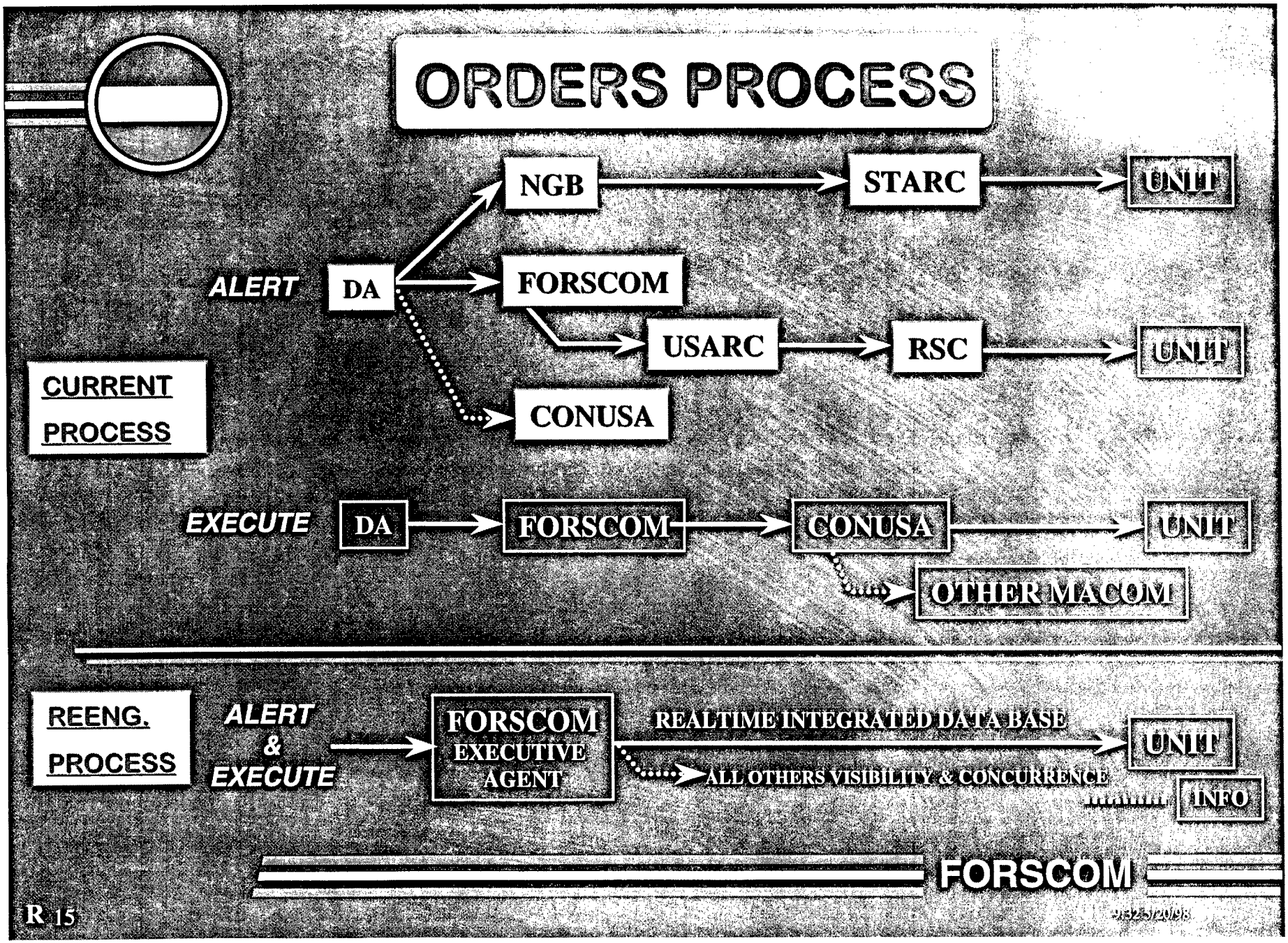
CURRENT PROCESS ANALYSIS

- Present process works, enhancements will increase efficiencies
  - Eliminate redundancies
  - Eliminate duplicate functions
- JCS MOBILIZATION Exercise Program
  - Non-existent
  - No Army Wide exercise
- Execution process must be disciplined
  - Headquarters / units do not follow FORMDEPS
  - Cross leveling
  - Follow established procedures
    - -- Eliminate unnecessary duplication of pre-mob tasks between HQ
    - -- Cross level only to necessary deployment criteria

ORDERS PROCESS



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JCS EXERCISE PROGRAM

- LAST JCS EXERCISE - "PROUD EAGLE 1989"
- OPERATIONAL REQUIREMENTS
  - EXERCISE POSTIVE FORCE 96 (1- 14 MAR 96)
  - MOBILIZATION NECESSITY

FORSCOM

CURRENT PROCESS ANALYSIS

- Present process works. Enhancements will increase efficiencies
  - Eliminate redundancies
  - Eliminate duplicate functions
- JCS MOBILIZATION Exercise Program
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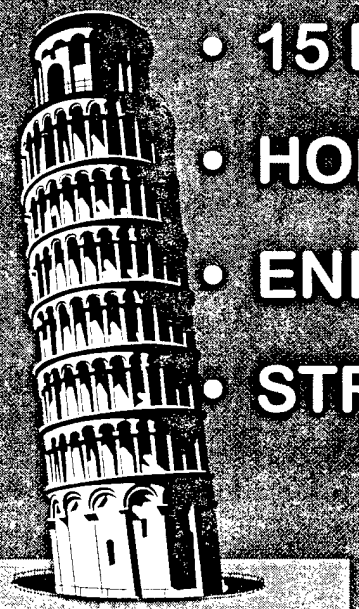
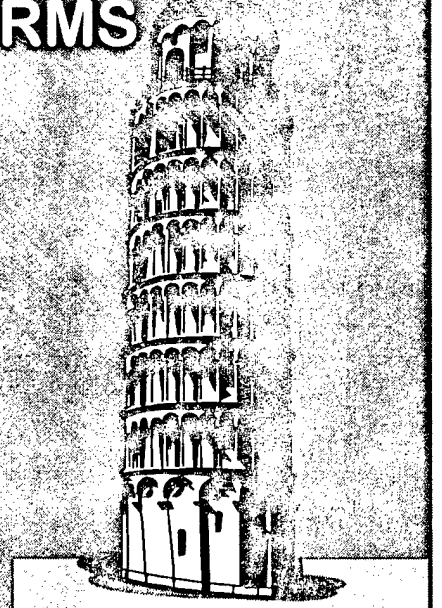
DISCIPLINED EXECUTION PROCESS

- EXECUTE FORMDEPS
- INDIVIDUAL WEAPONS QUALIFICATION
- CROSSLEVELING
  - BREAKING NON-MOBILIZED UNITS
  - EXCEEDING MINIMUM DEPLOYMENT CRITERIA
- STANDARDIZED SRP

REENGINEER CURRENT PROCESS

- ELIMINATE LAYERING
- MOB STATION REDUCTION
- 15 POWER PROJECTION PLATFORMS
- HOME STATION DEPLOYMENT
- ENHANCED C^4I
- STRUCTURE BELOW CONUSA





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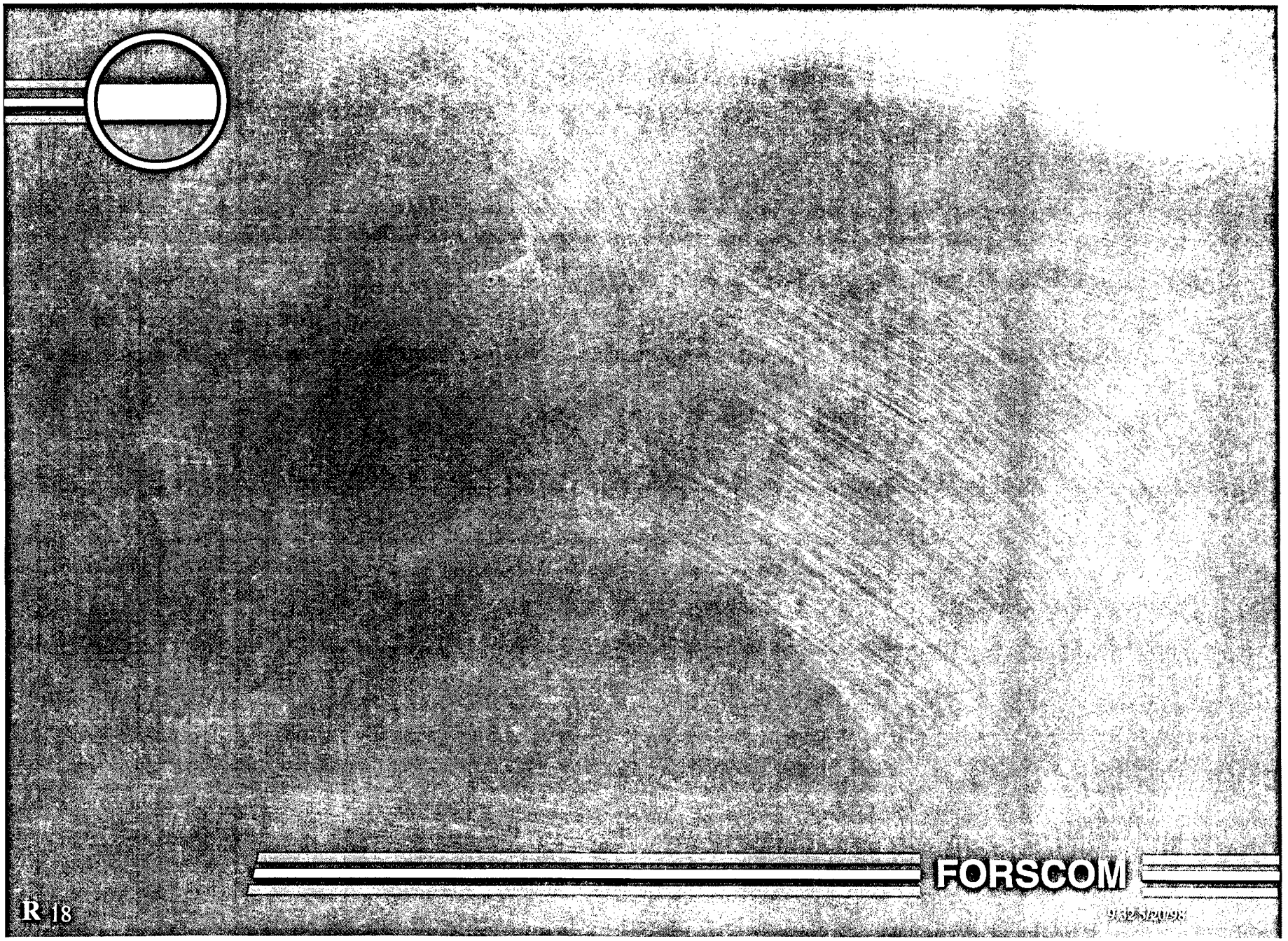
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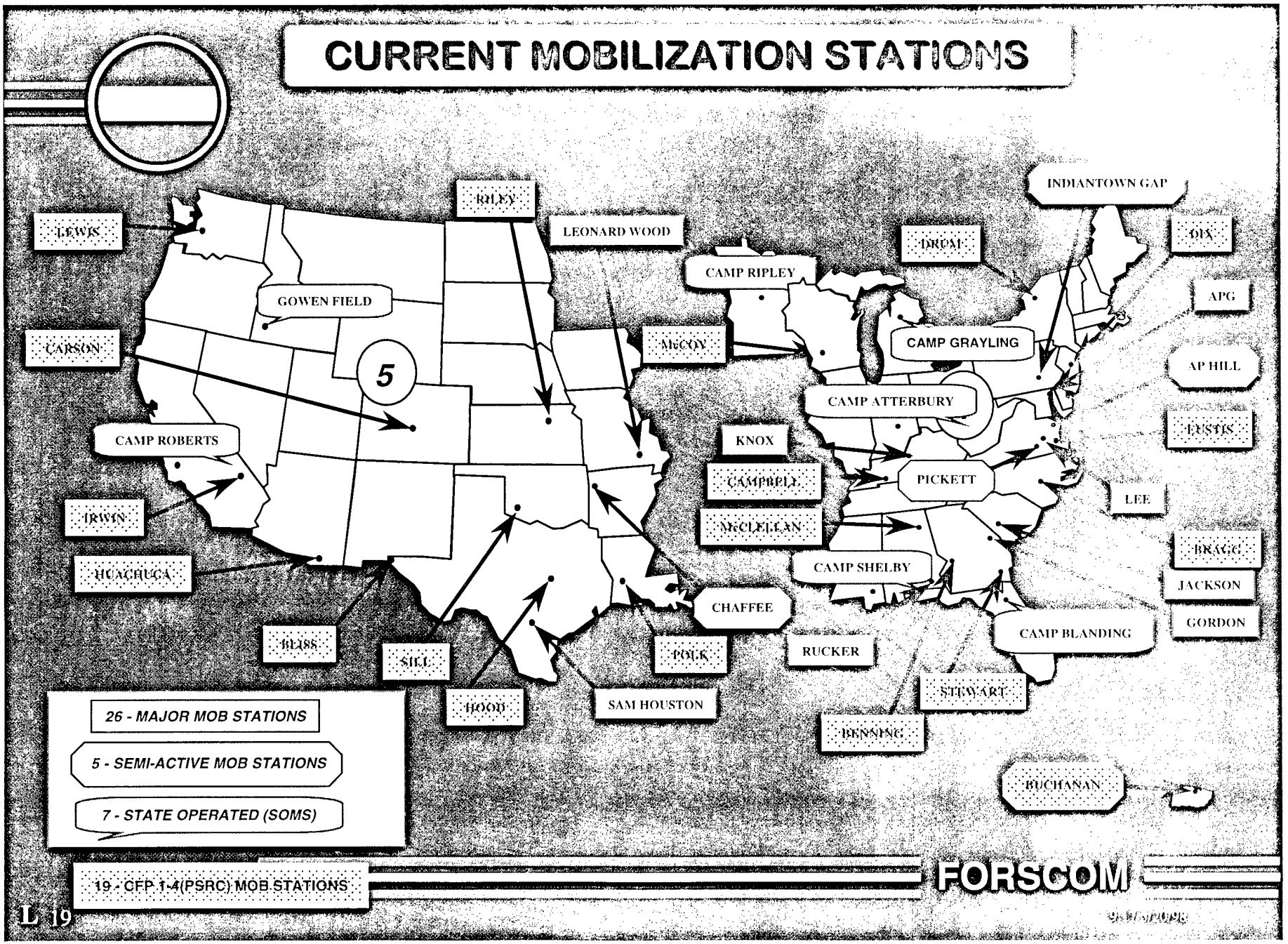
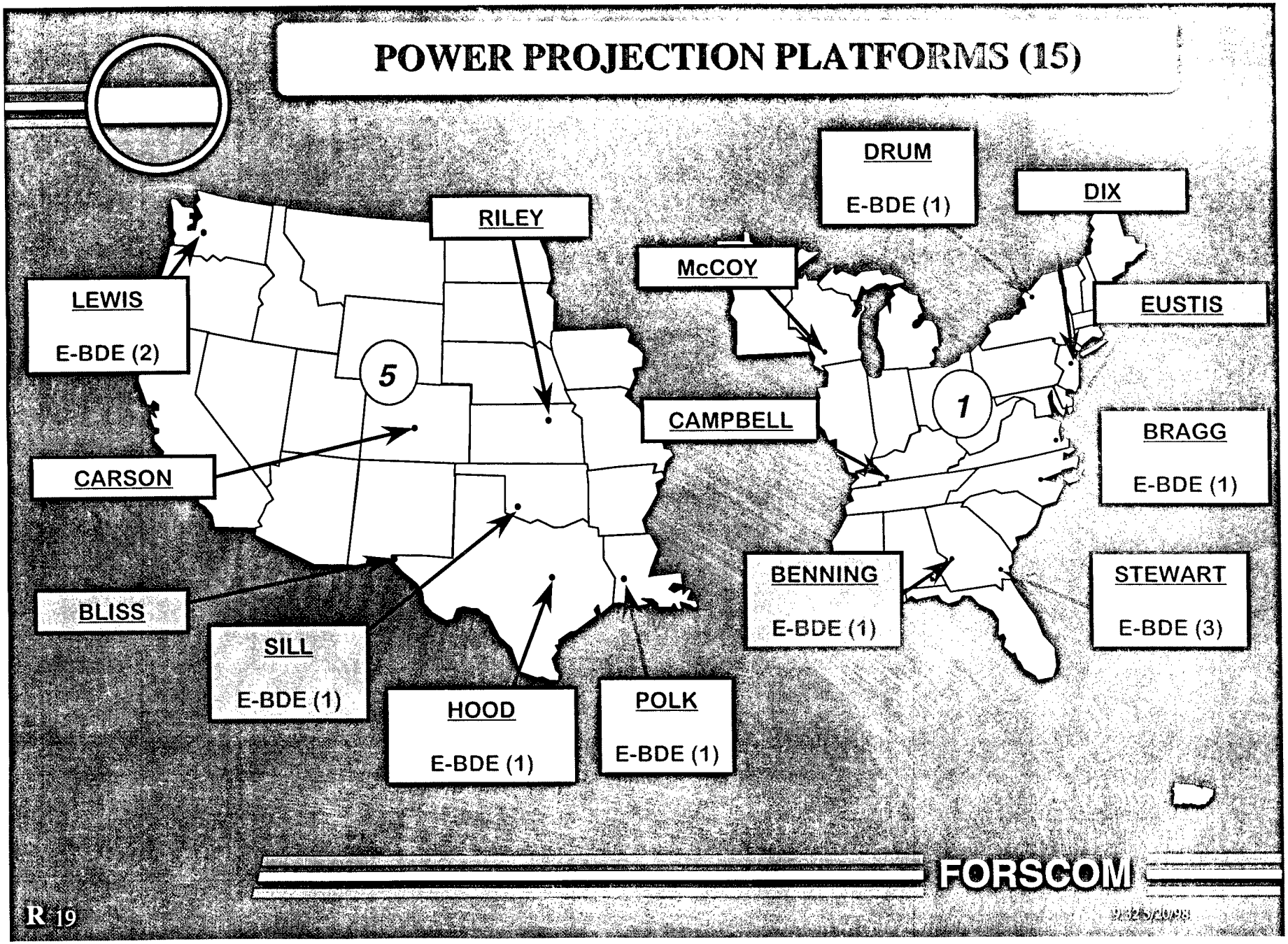
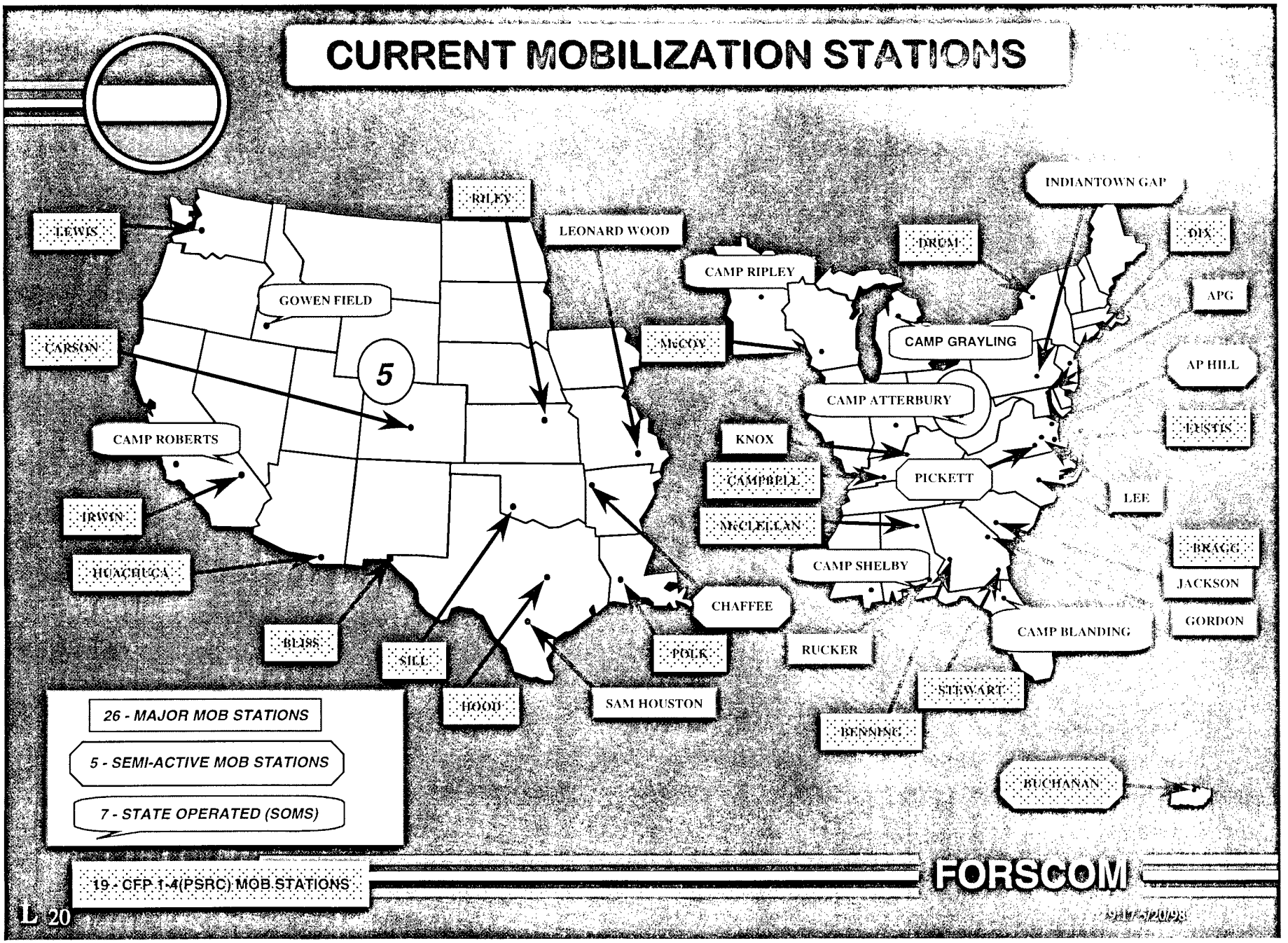

CURRENT MOBILIZATION STATIONS
LEWIS
RILEY
LEONARD WOOD
GOWEN FIELD
CARSON
5
CAMP ROBERTS
IRWIN
HUACHUCA
BLISS
SILL
HOOD
SAM HOUSTON
POLK
CHAFFEE
KNOX
CAMPBELL
McCLELLAN
CAMP SHELBY
RUCKER
STEWART
BENNING
CAMP BLANDING
PICKETT
CAMP ATTERBURY
McCOY
CAMP RIPLEY
DRUM
INDIANTOWN GAP
DIX
APG
CAMP GRAYLING
AP HILL
EUSTIS
LEE
BRAGG
JACKSON
GORDON
BUCHANAN
26 - MAJOR MOB STATIONS
5 - SEMI-ACTIVE MOB STATIONS
7 - STATE OPERATED (SOMS)
19 - CFP 1-4(PSRC) MOB STATIONS
FORSCOM


POWER PROJECTION PLATFORMS (15)
DRUM
E-BDE (1)
DIX
RILEY
McCOY
LEWIS
E-BDE (2)
EUSTIS
5
1
CAMPBELL
BRAGG
E-BDE (1)
CARSON
BENNING
E-BDE (1)
STEWART
E-BDE (3)
BLISS
SILL
E-BDE (1)
HOOD
E-BDE (1)
POLK
E-BDE (1)
FORSCOM
R 19


CURRENT MOBILIZATION STATIONS
INDIANTOWN GAP
RILEY
LEONARD WOOD
DRUM
DIX
LEWIS
CAMP RIPLEY
APG
GOWEN FIELD
CARSON
McCOY
CAMP GRAYLING
AP HILL
5
CAMP ATTERBURY
EUSTIS
CAMP ROBERTS
KNOX
CAMPBELL
PICKETT
LEE
IRWIN
McCLELLAN
BRAGG
CAMP SHELBY
HUACHUCA
JACKSON
CHAFFEE
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CAMP BLANDING
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SILL
POLK
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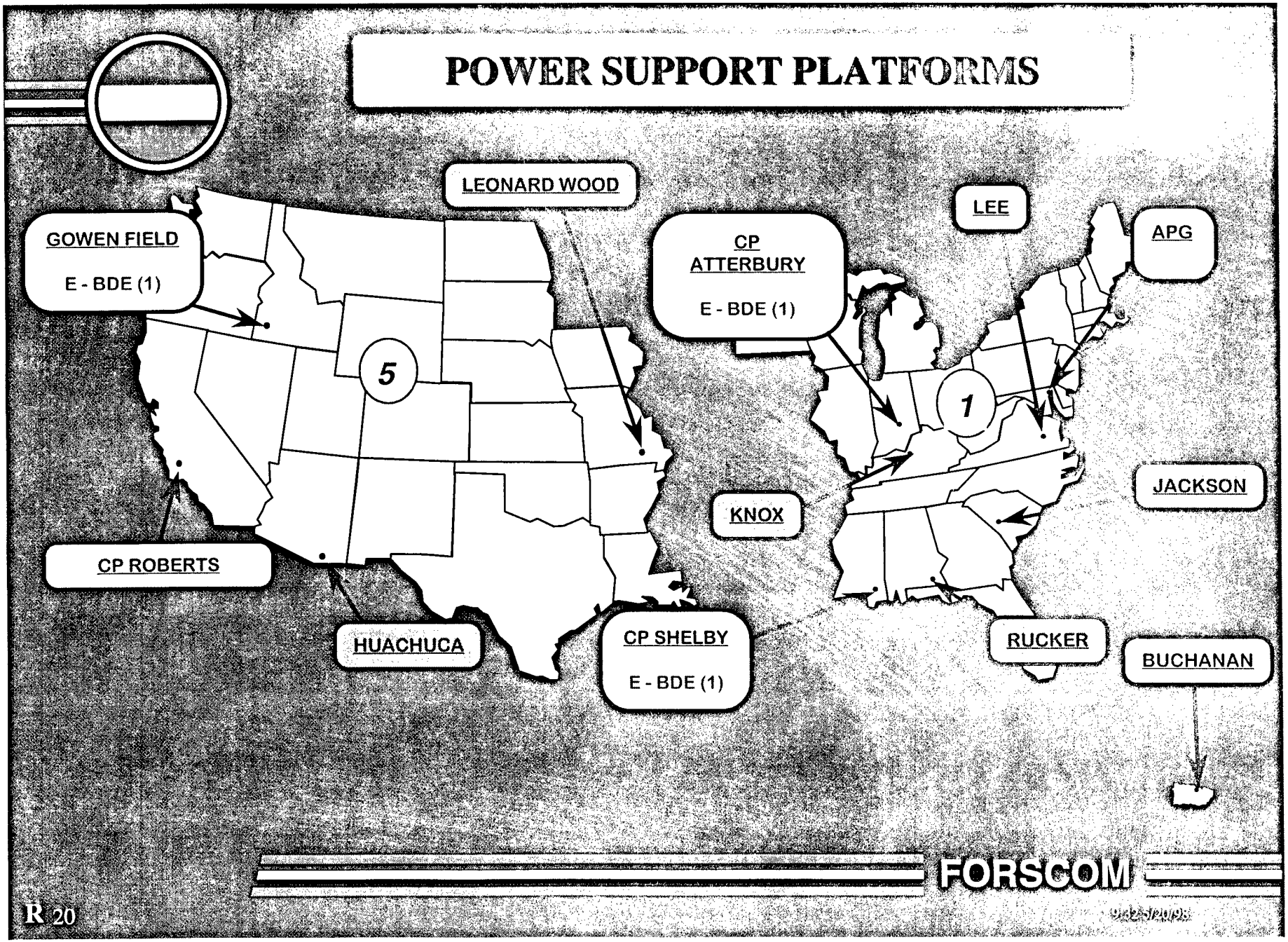
FORSCOM


POWER SUPPORT PLATFORMS
LEONARD WOOD
GOWEN FIELD
E - BDE (1)
CP ATTERBURY
E - BDE (1)
LEE
APG
5
1
JACKSON
KNOX
CP ROBERTS
HUACHUCA
CP SHELBY
E - BDE (1)
RUCKER
BUCHANAN
FORSCOM

HOME STATION MOBILIZATION

Concept:

- SMALL, EASILY DEPLOYABLE
- SHORTENS & EXPEDITES THE MOB PHASE
- MOVE TO APOE / SPOE

POSSIBLE CANDIDATES FOR HOME STATION MOBILIZATION

UNIT	HOME STATION	COMPO	STR	INC	ALAD
		NEA			
420 EN BDE HHC	BRYAN, TX	2	118	5CF	28
126 PA DET	AUGUSTA, MI	2	28	5CF	29
248 CS CTR HHC	PORT ORCHARD, WA	2	27	NONE	30
		SWA			
416 EN CMD HHC	CHICAGO, IL	3	256	3CF	14
HQ 3D ARMY USARAU	OPELIKA, AL	3	10	NONE	15
29 TC DET MOV CONT	FT MCPHERSON, GA	3	181	NONE	15
1103 CS HHD CORPS	FT BRAGG, NC	3	5	4CF	16
1932 MD TM	EUFAULA, AL	2	58	NONE	16
109 PA DET	INDEPENDENCE, MO	3	7	3CF	16
657 TC DET	FT INDIANTOWN GAP, PA	2	16	NONE	19
433 CM DET	BELLEVILLE, IL	3	35	3CF	19
122 CS DET	CHAMBLEE, GA	3	10	7CF	19

* 40 OTHER UNITS THRU DAY 30 ARE POSSIBLE CANDIDATES

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9:32 5/20/98

PRELIMINARY
DAIG SPECIAL ASSESSMENT

- Validity of USR Data
- Installation mobilization planning and execution is broken
- Installation coordination of unit requirements
- Automated Data Processing assets are not sufficient
- Requirement to determine quantity, compatibility, and interactive capability of systems
- Lack of AC / ARNG SIDPERS automation interface

C^4I

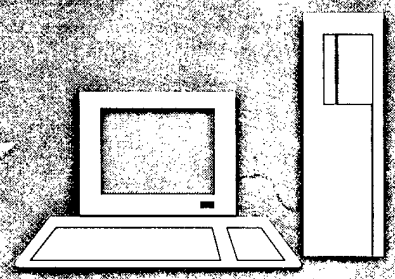
- Capitalize on MOBLAS
  - Put MOBLAS at all Power Projection Platforms
  - Independent of RCAS
  - Integrates RC Unit Data into AC Database
  - Facilitates Rapid Unit and SRP Processing
- Key is simultaneous visibility of data / info at C^2 nodes (CINC / TRANSCOM, ACC / DA, FORSCOM, CONUSA, RSC, STARC, UNIT)
- In Trans Visibility (per & equip)
- Type Data

MOB		DEPLOY
	← MISSION →	
• PER • LOG • TRAINING • MPES		• PAX • LGT / HT / WGT • HAZMAT • AVAL DATE

CG FORSCOM RECOMMENDATIONS

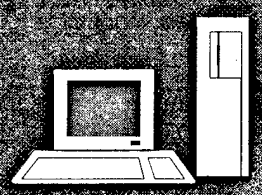
EFFECTIVENESS

STANDARD RC SOFTWARE
TIMELY DATA
UNIT VISIBILITY
READINESS VISIBILITY
UNIT VISIBILITY



EFFICIENCIES

MINIMAL FIELDING COSTS ($120 K)
COST AVOIDANCE ($120 M)
SOFTWARE COST AVOIDANCE ($194 M)
UTILIZE EXISTING CAPABILITIES

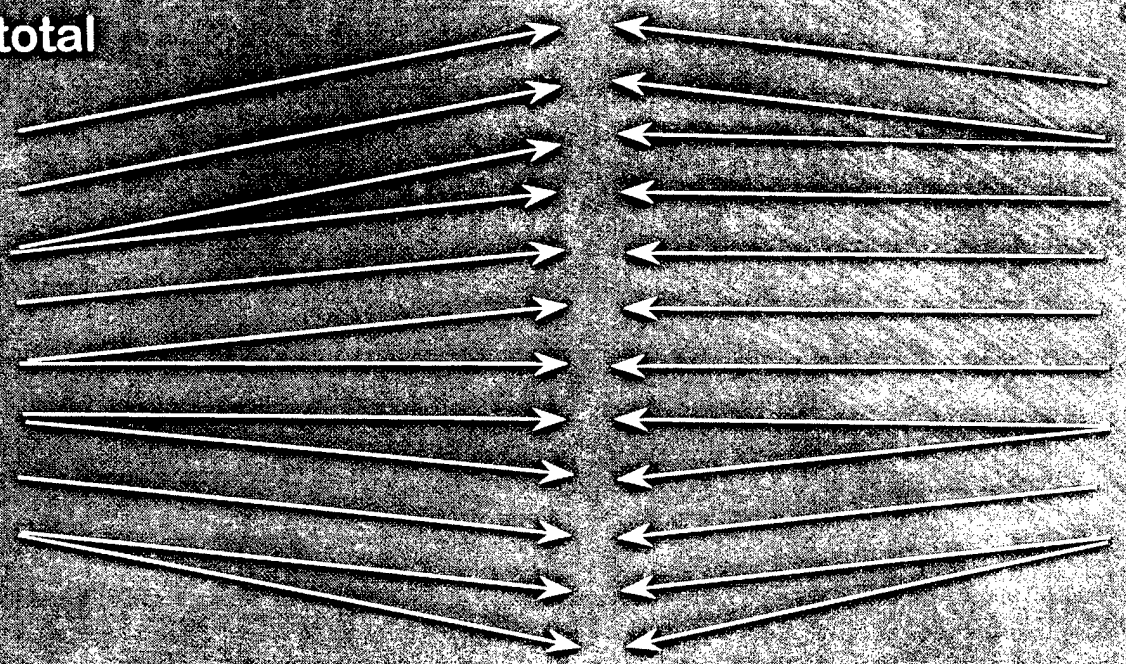


DATA EXCHANGE

SIDPERS - USAR
DATA ELEMENTS
136 total

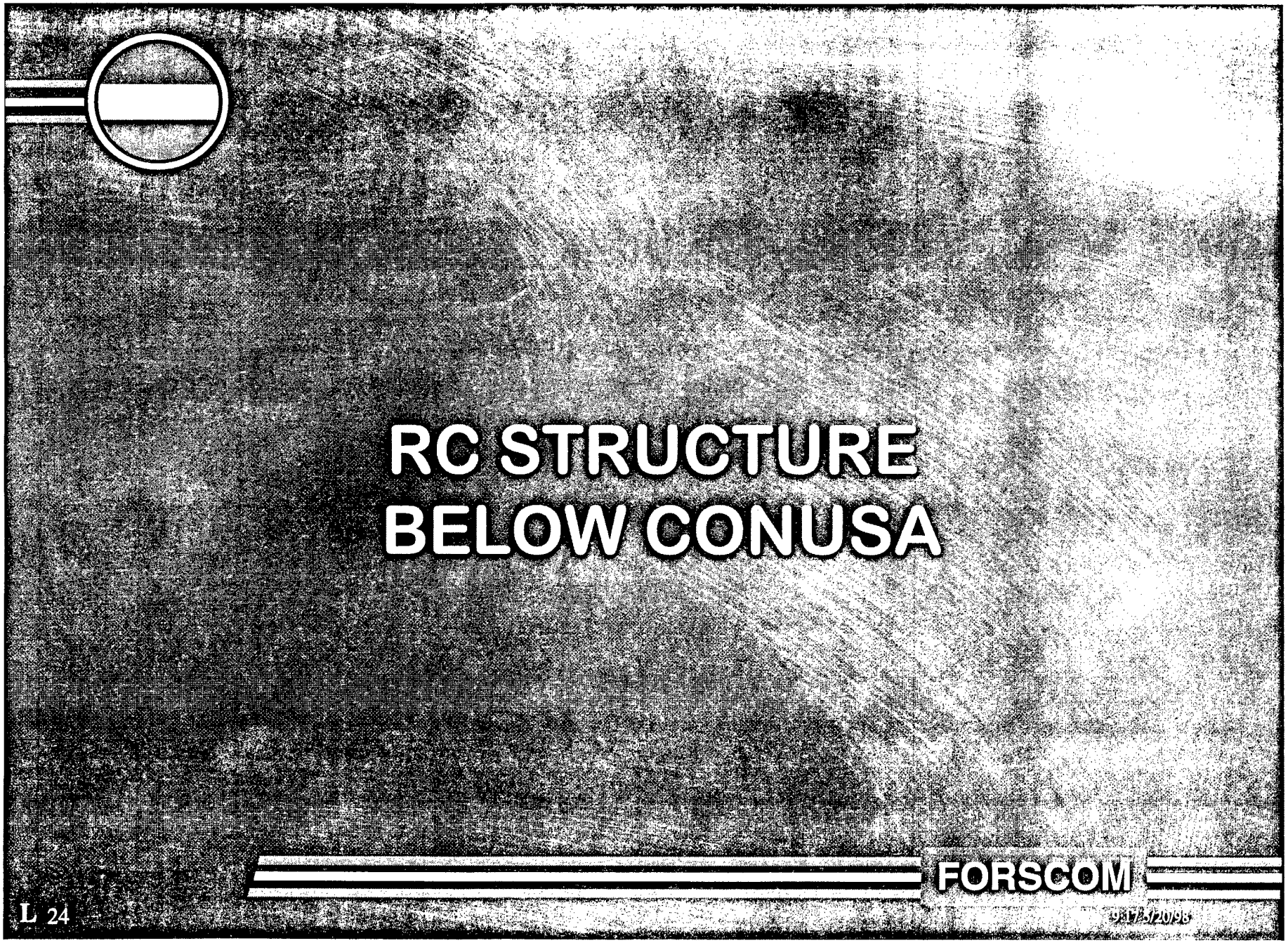
SIDPERS - AC
DATA ELEMENTS
350 total

SIDPERS - ARNG
DATA ELEMENTS
154 total



12 Essential for ACCESSIONING

FORSCOM


RC STRUCTURE
BELOW CONUSA
FORSCOM
L 24

RC STRUCTURE BELOW CONUSA

CONUSA

FY 99 STR 367K

STARC (54)

17,969 (5,446 M-DAY)
(7,025 AGR)
(5,508 MIL TECH)

- PEACETIME FUNCTIONS
  - "INSTALLATION" FUNCTIONS
  - C^2 OF ARNG UNITS
  - MSCA COORDINATION
  - LOGISTICAL SUPPORT
  - MANAGE FEDERAL RESOURCES
  - LAND MOVEMENT C^2
- POST MOB FUNCTIONS
  - RETAIN C^2 OF NON MOBILIZED UNITS
  - ASSIST C^2 OF ARNG UNITS
  - MSCA COORDINATION
  - USP&FO ASSISTANCE
  - MANAGE FEDERAL RESOURCES

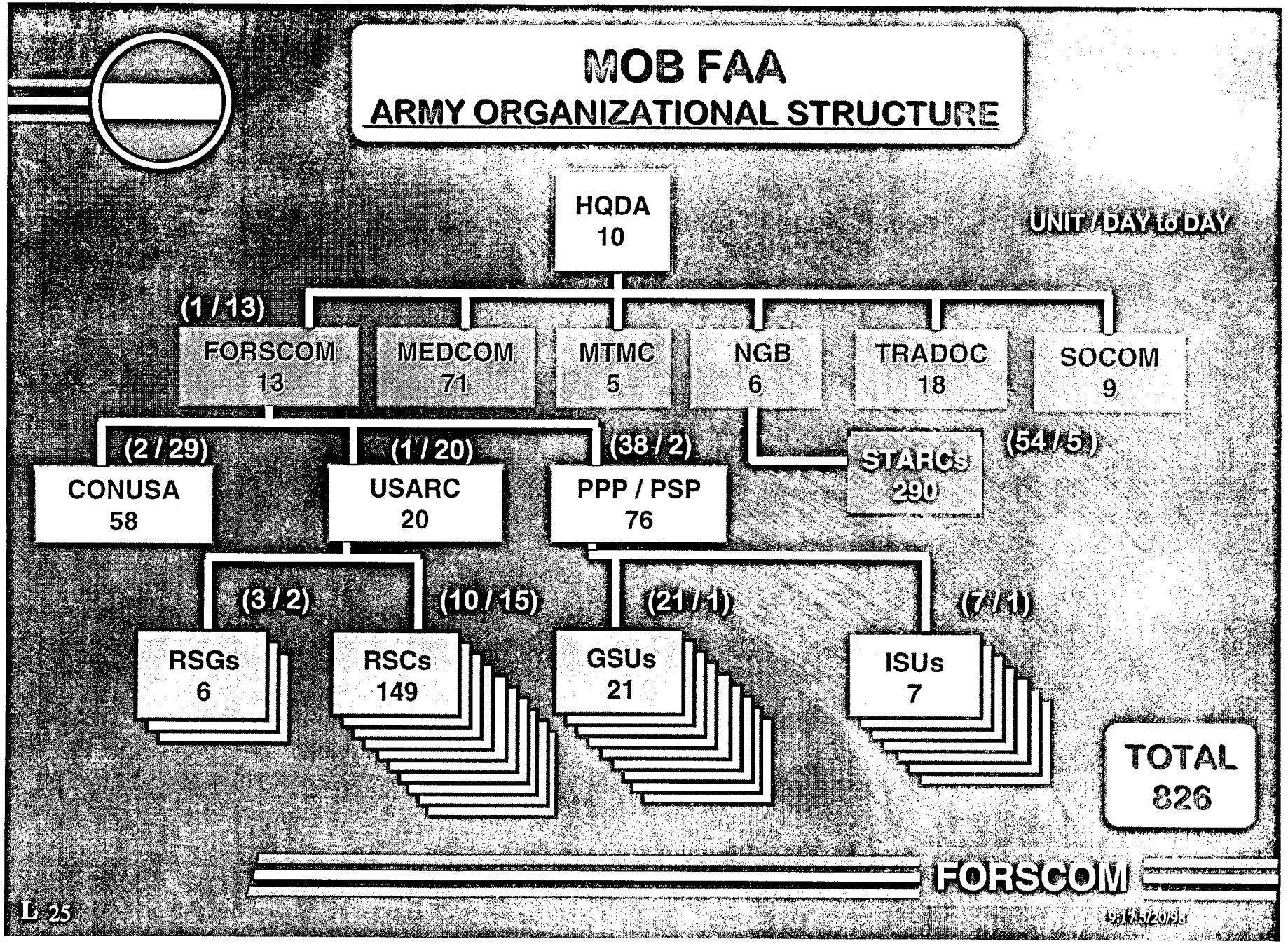
RSC (10)

FY 99 STR 208K

3,203 (1,441 M-DAY)
(848 AGR)
(87 AC)
(827 DAC [535 MIL TECH])

- PEACETIME FUNCTIONS
  - C^2 OF USAR UNITS
  - STAFF MANAGEMENT SUPPORT
- POST MOB FUNCTIONS
  - RETAIN C^2 OF NON MOBILIZED UNITS
  - ASSIST C^2 OF USAR UNITS
  - STAFF MANAGEMENT SUPPORT

FORSCOM


MOB FAA
ARMY ORGANIZATIONAL STRUCTURE
HQDA
10
UNIT / DAY to DAY
(1 / 13)
FORSCOM
13
MEDCOM
71
MTMC
5
NGB
6
TRADOC
18
SOCOM
9
(2 / 29)
CONUSA
58
(1 / 20)
USARC
20
(38 / 2)
PPP / PSP
76
STARCs
290
(54 / 5)
(3 / 2)
RSGs
6
(10 / 15)
RSCs
149
(21 / 1)
GSUs
21
(7 / 1)
ISUs
7
TOTAL
826
FORSCOM
L 25

RC STRUCTURE BELOW CONUSA

CONUSA

STARC (54)

17,979 (5,446 M-DAY)
(7,025 AGR)
(5,508 MIL TECH)

- PEACETIME FUNCTIONS
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  - MSCA COORDINATION
  - LOGISTICAL SUPPORT
  - MANAGE FEDERAL RESOURCES
  - LAND MOVEMENT C^2
- POST MOB FUNCTIONS
  - RETAIN C^2 OF NON MOBILIZED UNITS
  - ASSIST C^2 OF ARNG UNITS
  - MSCA COORDINATION
  - USP&FO ASSISTANCE
  - MANAGE FEDERAL RESOURCES

MISSION

FEDERAL

- C^2
  - Provide trained and equipped units
  - MSCA support
  - As directed over mobilized units
  - Assist alerted units
  - Movement of mobilized units
  - Assistance to Family Support
  - Assist USP&FO

STATE

- C^2
  - Militia organization & training
  - MSCA as directed
  - Prepare for reconstitution of ARNG

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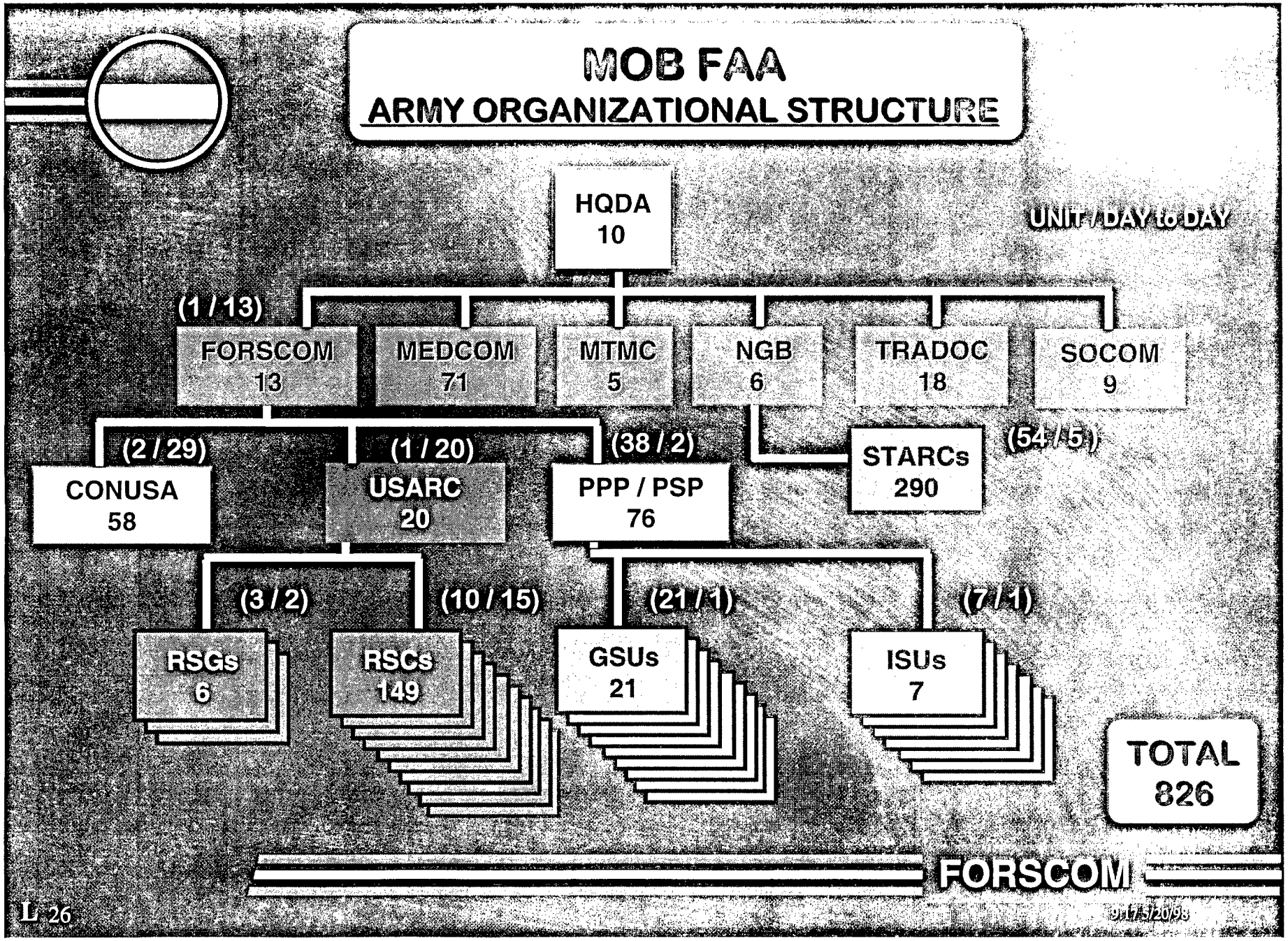
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RSGs
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RSCs
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GSUs
21
(7 / 1)
ISUs
7
TOTAL
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FORSCOM
L 26
9/17/2098

RC STRUCTURE BELOW CONUSA

CONUSA

RSC (10)

3,203 (1,441 M-DAY)
(848 AGR)
(87 AC)
(827 DAC [535 MIL TECH])

MISSION

- C 2
  - Assigned TPU's
  - Support facilities (AMSA, ASF, etc)
- Full support to USAR units
- Reconstitution of units

- PEACETIME FUNCTIONS
  - C 2 OF USAR UNITS
  - STAFF MANAGEMENT SUPPORT
- POST MOB FUNCTIONS
  - RETAIN C 2 OF NON MOBILIZED UNITS
  - ASSIST C 2 OF USAR UNITS
  - STAFF MANAGEMENT SUPPORT

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TRAINING DIVISION STRUCTURE

Training Divisons structured to support a Global Scenario.
Mission of training base expansion.

PROPOSED FY 97 IET STRUCTURE

UNIT	INSTALLATION	STRENGTH
80TH DIVISION	FORT McCLELLAN	1,682
84TH DIVISION	FORT BENNING	2,404
95TH DIVISION	FORT SILL	2,008
98TH DIVISION	FORT LEONARD WOOD	2,330
100TH DIVISION	FORT KNOX	1,651
104TH DIVISION	FORT BLISS	1,541
108TH DIVISION	FORT JACKSON	1,905
	TOTAL STRENGTH	13,521

FORSCOM

PRE AND POST MOB
TRADOC SOLDIER TRAINING LOAD

IRR

INSTALLATION	CURRENT FY 95 INDIVIDUAL LOAD BCT	OSUT	TOTAL	TRAINING DIVISION RECEIVE	TRAIN ON STATION	SHIP TO TNG
FORT McCLELLAN		8,005	8,005	8,190	5,891	2,229
FORT BENNING		16,880	16,880	8,585	6,623	1,962
FORT SILL	9,507	5,070	14,577	8,654	8,612	42
FORT LEONARD WOOD	24,653	4,507	29,160	15,980	10,782	5,198
FORT KNOX	9,338	5,705	15,043	13,030	4,934	8,096
FORT BLISS				8,265	1,989	6,276
FORT JACKSON	36,608		36,608	15,252	7,268	7,984

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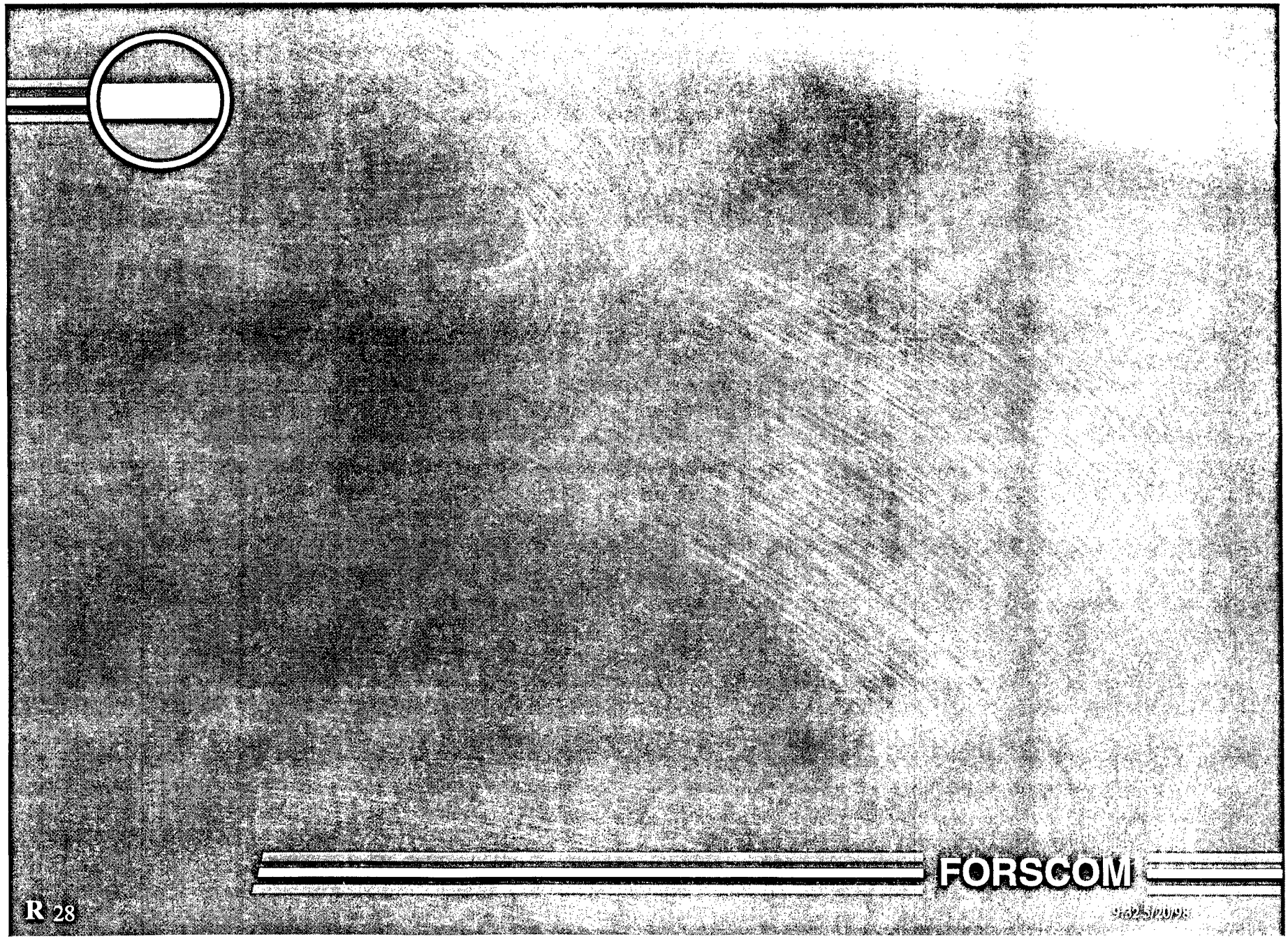
OPTIONS CONSIDERED

READINESS DIVISION

EXPANDED CONUSA

READINESS COMMAND

FORSCOM REGIONAL TEAMS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POWER PROJECTION FAA

MOB FAA DISCARDED

- READINESS COMMAND
- READINESS DIVISIONS
- EXPANDED CONUSA
- FORSCOM REGIONAL TEAMS

MOB FAA EXAMINED

- REENGINEERED NEW PROCESS
- CURRENT STRUCTURE

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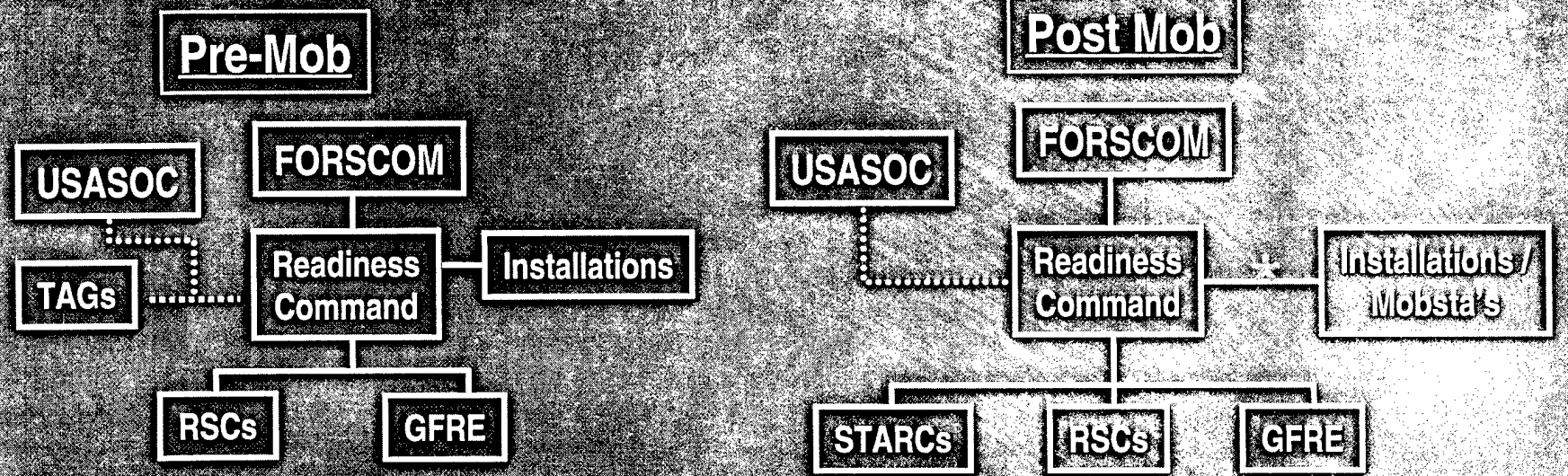
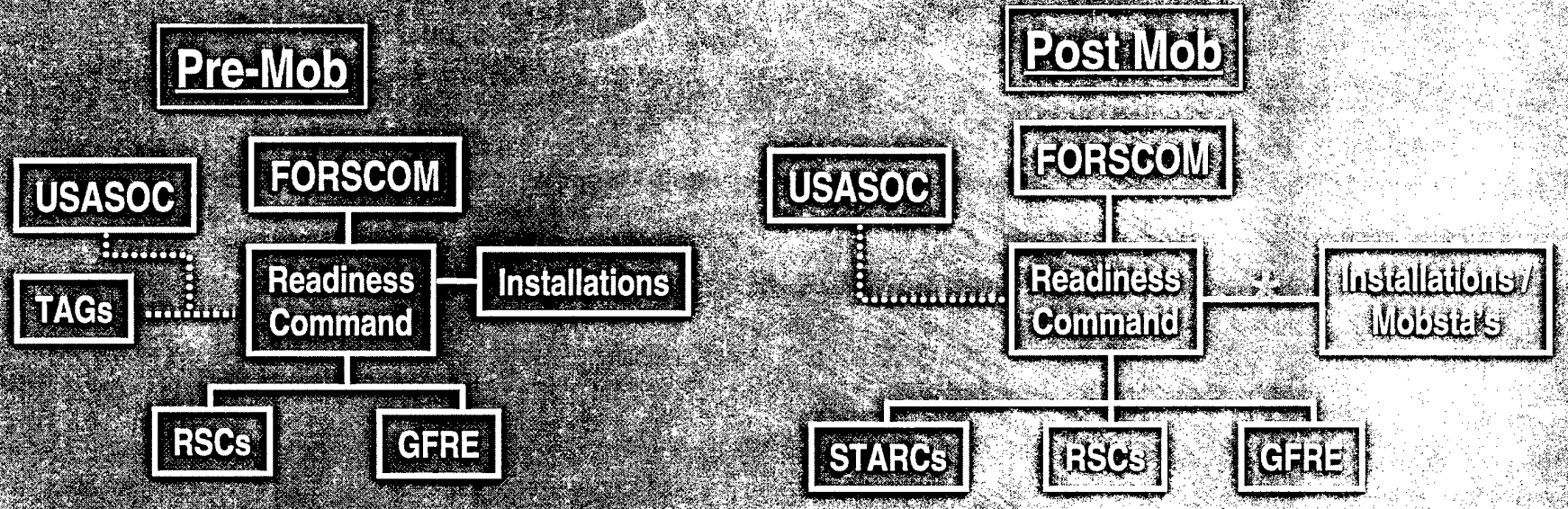
Readiness Command



* Command of FORSCOM installations; OPCON of non-FORSCOM installations

Readiness Command



* Command of FORSCOM installations; OPCON of non-FORSCOM installations

Readiness Command

- Concept: Form a tri-component Readiness Command from USARC with CONUSA resources to plan, manage, and execute training and mobilization. Readiness Command commands USAR forces and, post mob, mobilized ARNG units. Readiness Command commands FORSCOM installations. Specifics:
  - Readiness Command assumes mission of CONUSAs and USARC; commands USAR forces pre- and post mob.
  - Readiness Command focuses on Reserve forces, readiness, mobilization, and installation management. Provides ready RC forces to FORSCOM for deployment.
  - FORSCOM focuses on Total Force readiness and deployment.
- DISCARDED
  - Large Span of Control

FORSCOM

POWER PROJECTION FAA

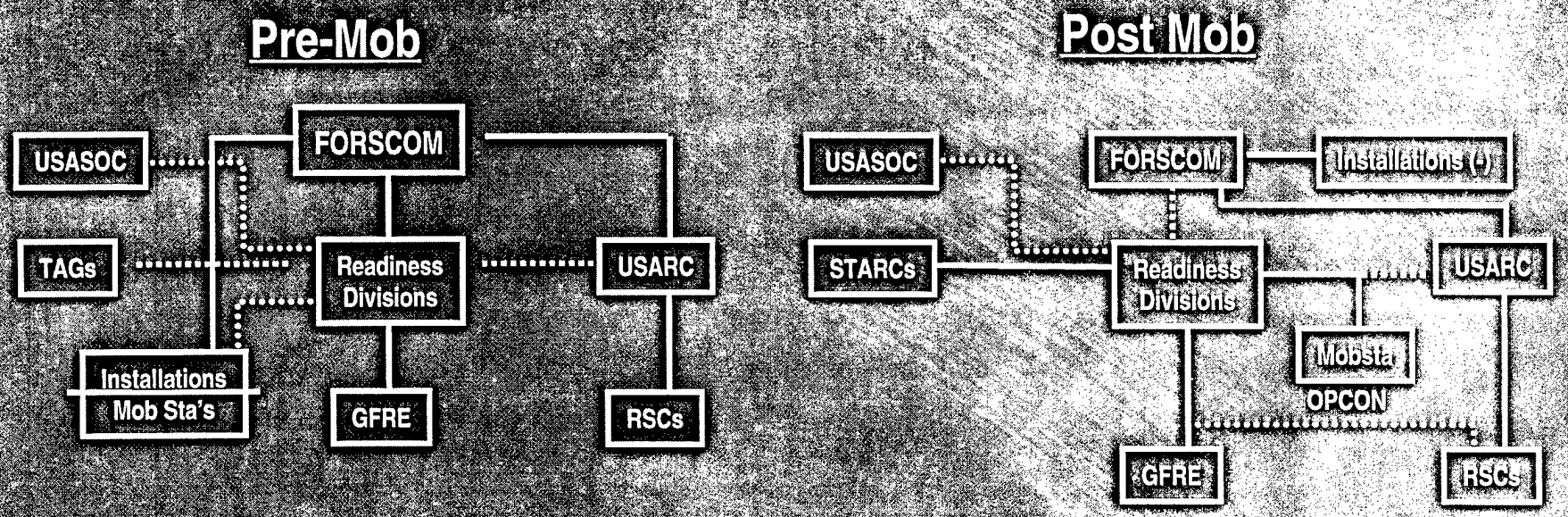
MOB FAA DISCARDED

- READINESS COMMAND
- **READINESS DIVISIONS**
- EXPANDED CONUSA
- FORSCOM REGIONAL TEAMS

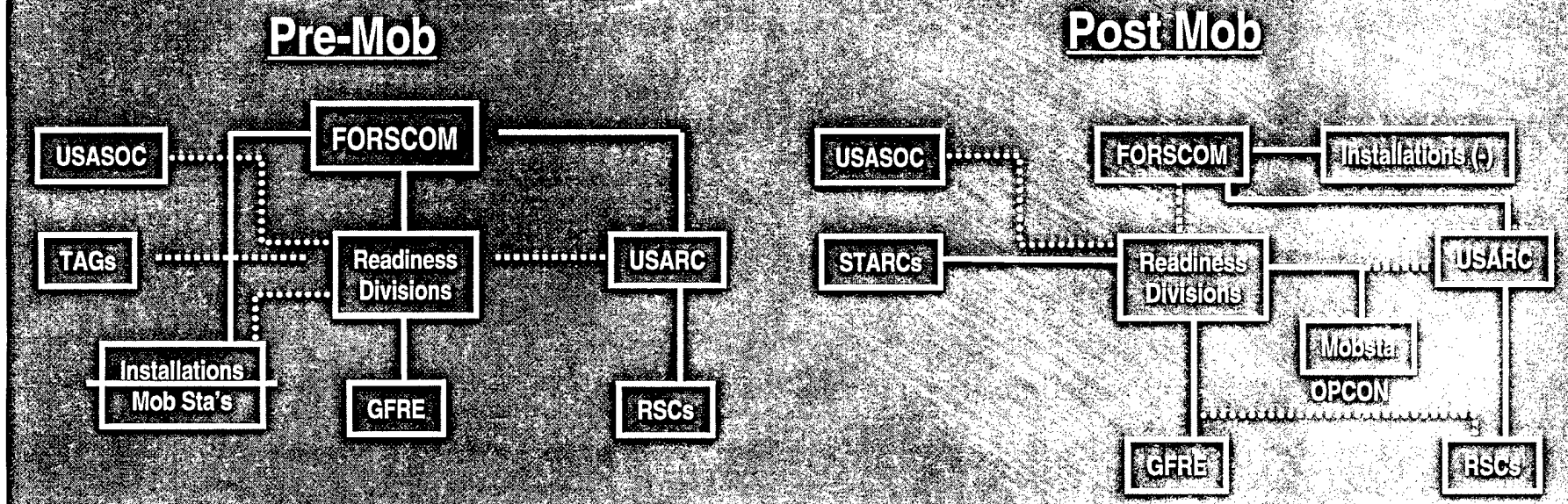
MOB FAA EXAMINED

- REENGINEERED NEW PROCESS
  CURRENT STRUCTURE

Readiness Divisions



Readiness Divisions



Readiness Division

- Concept: Establish the Readiness Divisions; give them responsibility for both training and mobilization. Eliminate the CONUSAs. Specifics:
  - Expand Readiness Divisions' responsibilities to include pre- and post mob training, planning, and execution responsibilities.
  - Readiness Divisions assume CONUSAs' pre- and post mobilization planning, execution, and C2 responsibilities.

- DISCARDED
  - Requires more resources than current two CONUSA organization.
  - Dependent upon implementation of Readiness Division concept.
  - Requires plus-up of Readiness Div staffs to support installation & mobilization.
  - Post mob, Readiness Divisions assume responsibility of mob station C2.
  - No 3-Star "Honest Broker" arbitrator.
  - RSC has split post mob focus.

POWER PROJECTION FAA

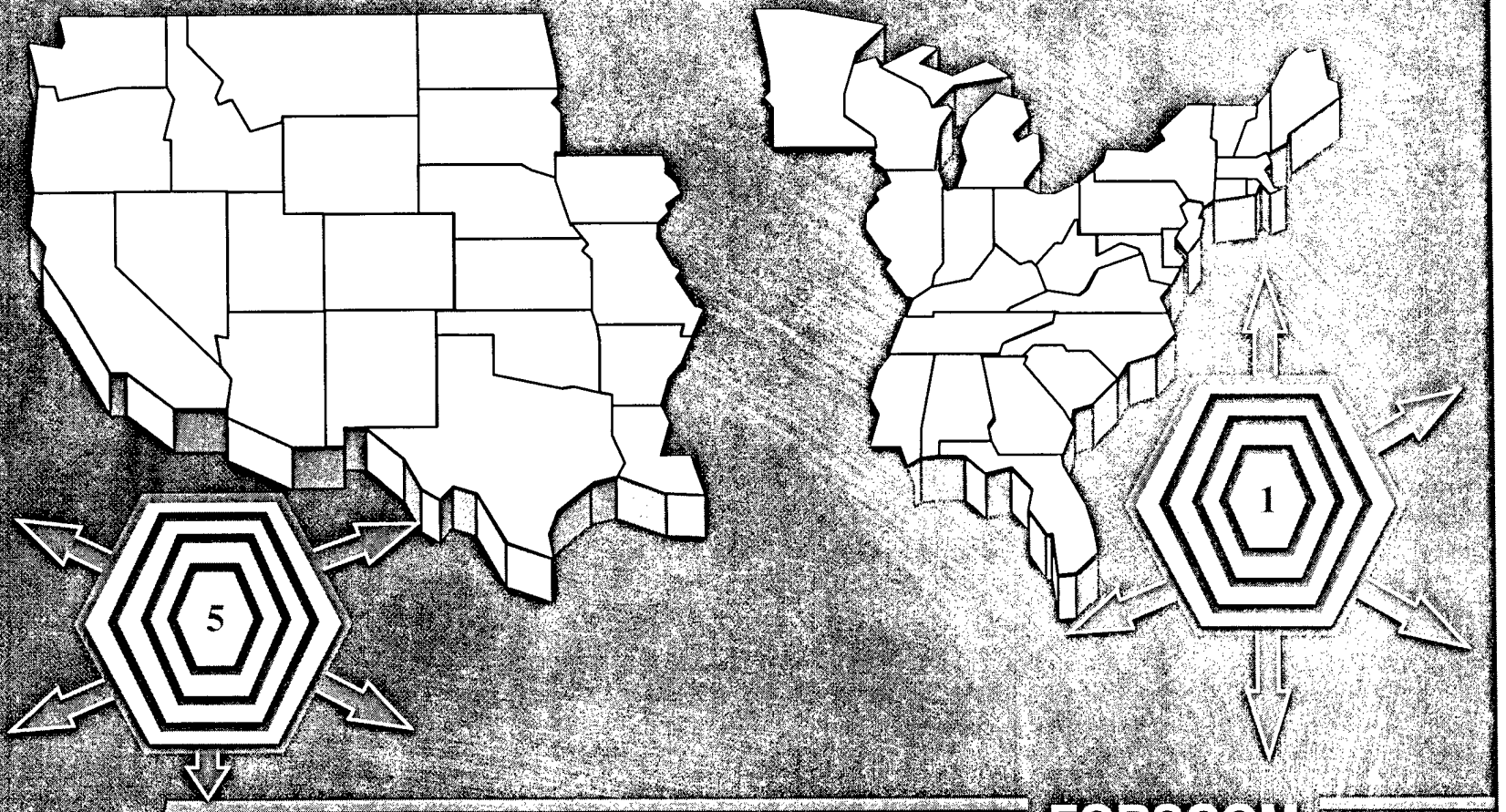
MOB FAA DISCARDED

- READINESS COMMAND
- READINESS DIVISIONS
- EXPANDED CONUSA
- FORSCOM REGIONAL TEAMS

MOB FAA EXAMINED

- REENGINEERED NEW PROCESS
  CURRENT STRUCTURE

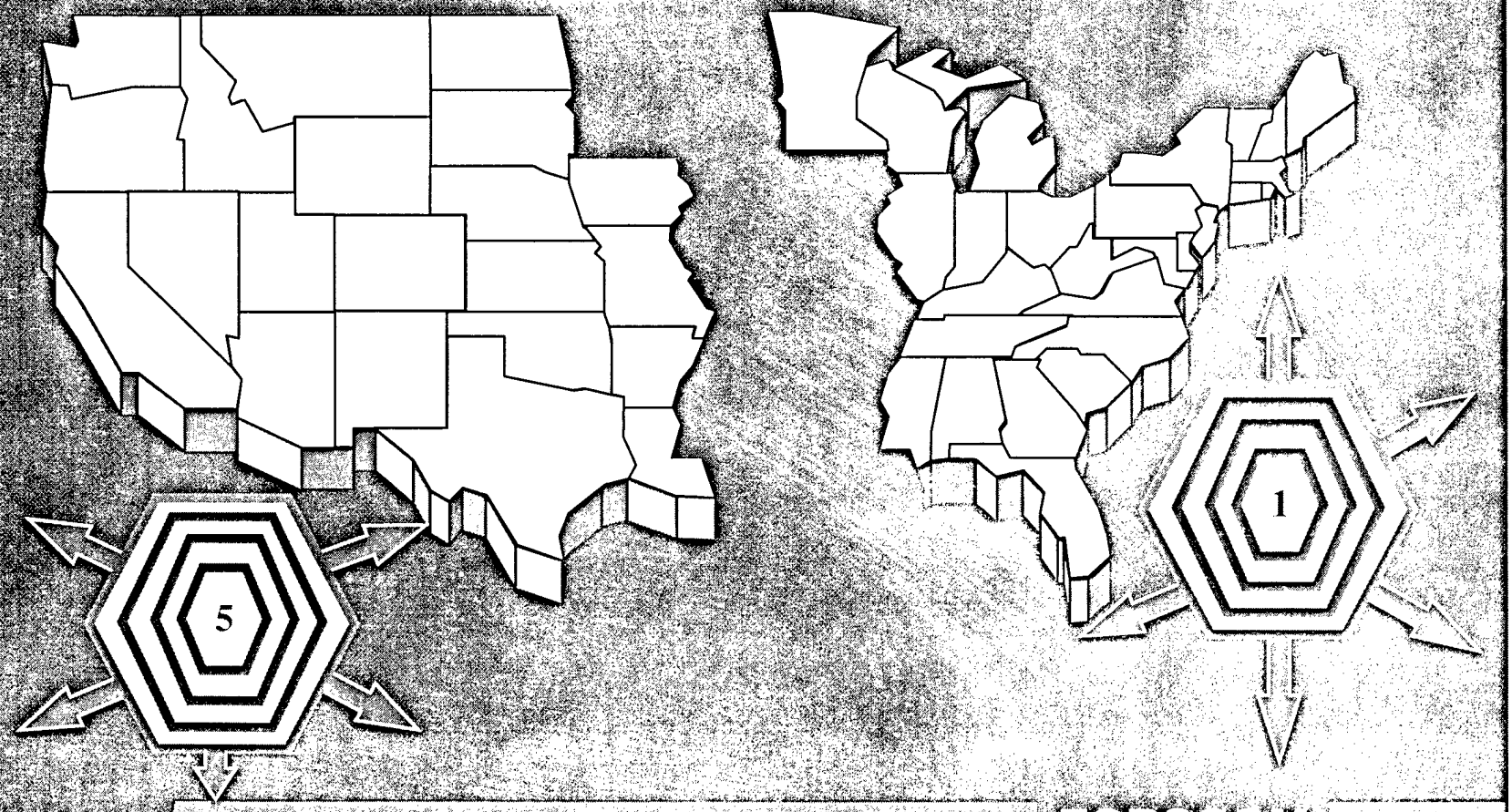
EXPANDED CONUSA



FORSCOM

R 33

EXPANDED CONUSA



FORSCOM

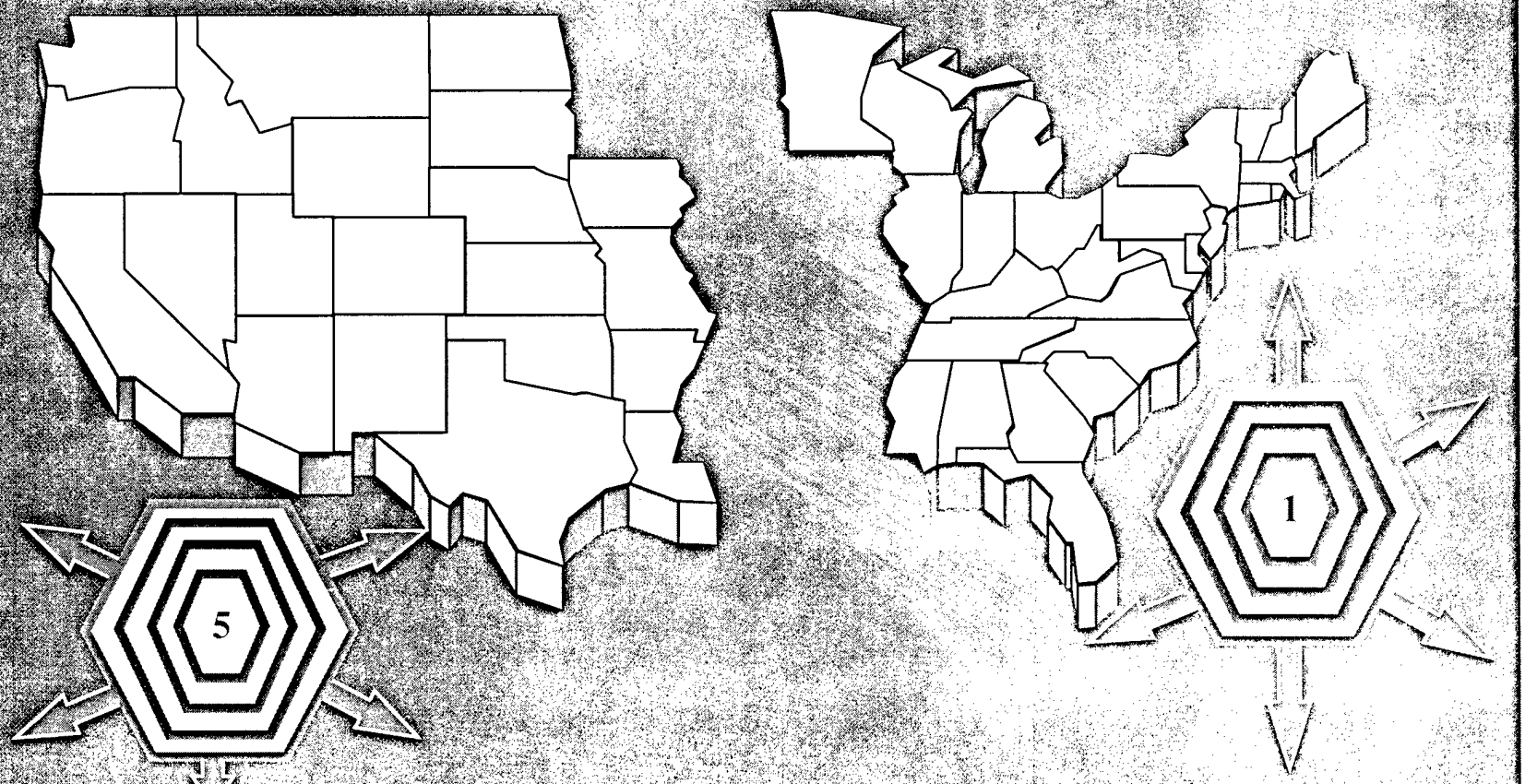
L-34

EXPANDED CONUSA

- Concept: Expand CONUSA responsibility by giving them full responsibility for mobilization planning and execution. CONUSA assume FORSCOM mobilization planning and execution responsibilities and installation management pre & post mobiliztion.

- DISCARDED
  Cost additional spaces

EXPANDED CONUSA



FORSCOM

L 35

EXPANDED CONUSA

OBSERVATIONS:

- INSTALLATION MANAGEMENT BY CONUSA A MUST FOR OPTION TO BE FEASIBLE
  - EMPOWER SUBORDINATES
  - EXPANDED ROLE OF CONUSA MINOR
- COST MORE SPACES THAN SAVINGS

CONCLUSION: NOT FEASIBLE / COST SPACES

FORSCOM

POWER PROJECTION FAA

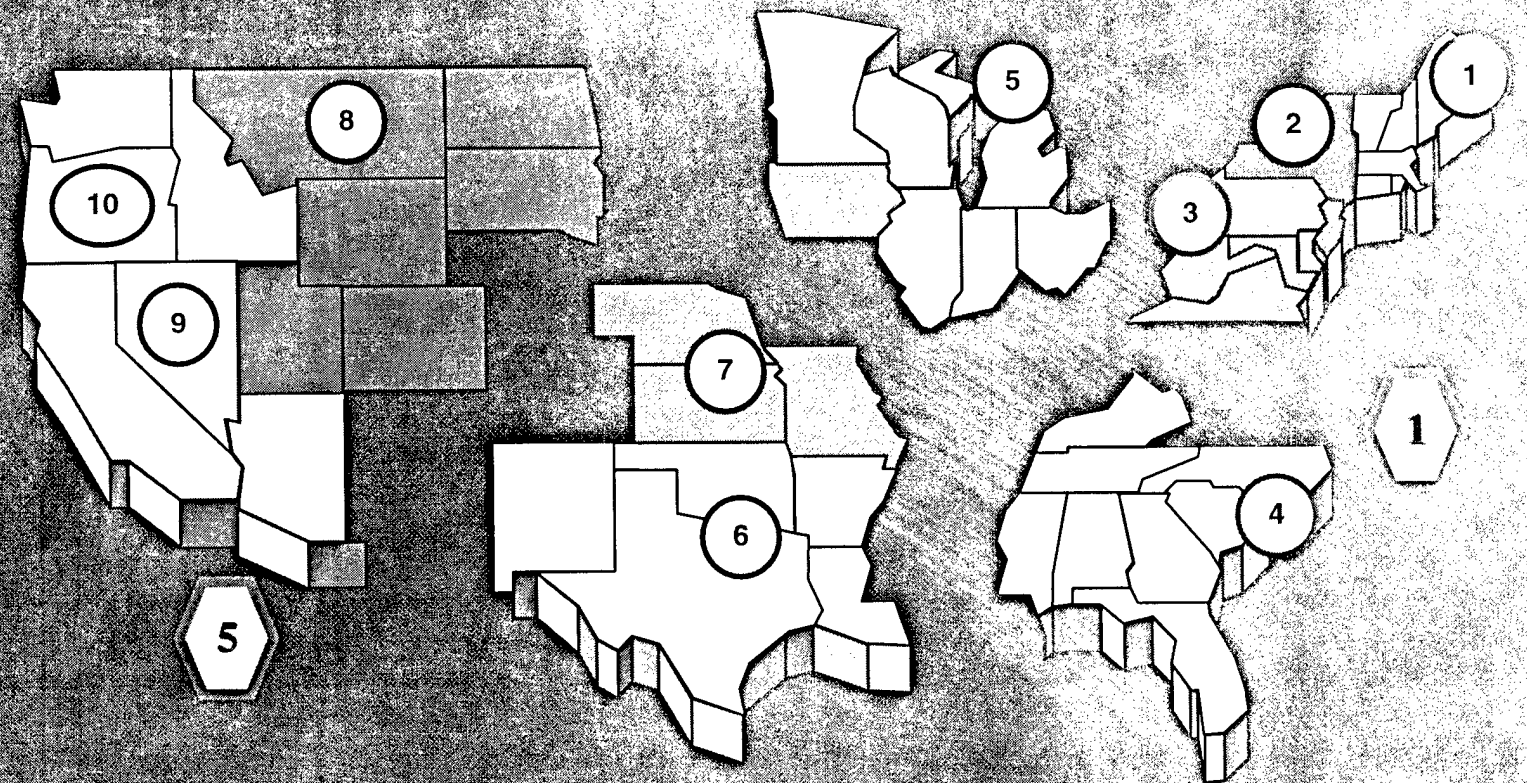
MOB FAA DISCARDED

- READINESS COMMAND
- READINESS DIVISIONS
- EXPANDED CONUSA
- FORSCOM REGIONAL TEAMS

MOB FAA EXAMINED

- REENGINEERED NEW PROCESS
CURRENT STRUCTURE

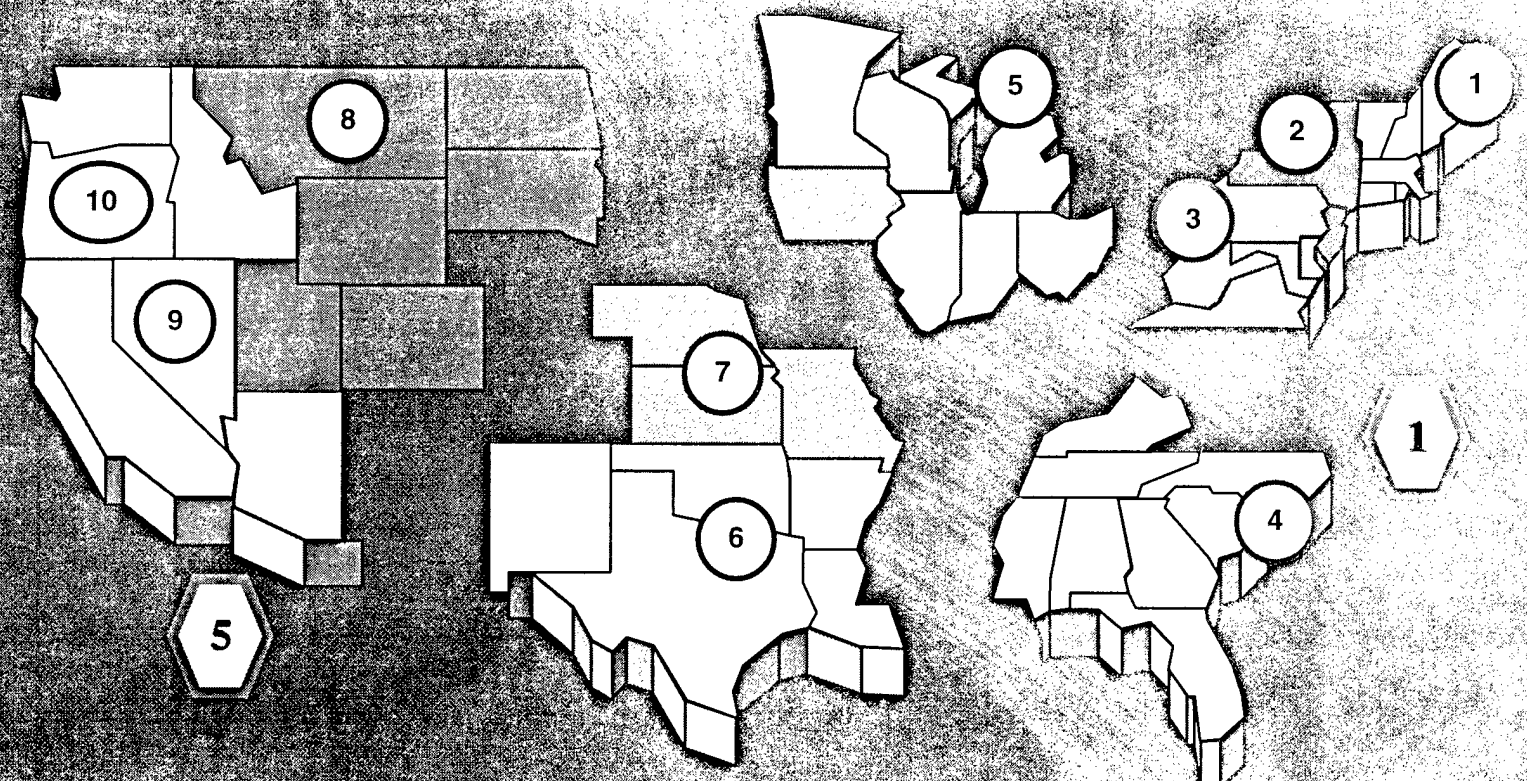
FORSCOM REGIONAL TEAMS
w/ FEMA REGIONS



5 NOTIONAL REGIONS

FORSCOM

FORSCOM REGIONAL TEAMS
w/ FEMA REGIONS



5 NOTIONAL REGIONS

FORSCOM

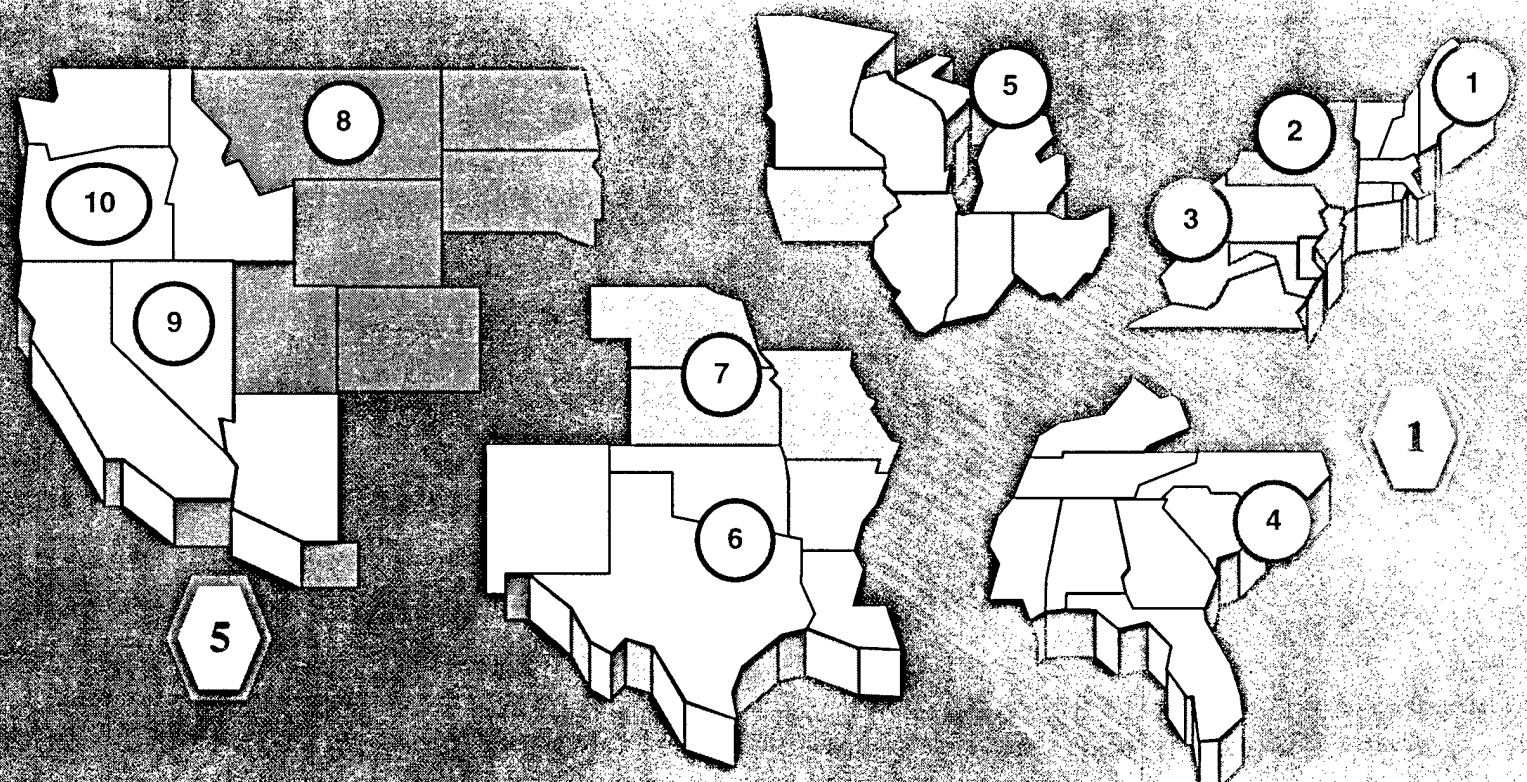
FORSCOM REGIONAL TEAMS

- **Concept:** Eliminate CONUSA. FORSCOM assumes CONUSA pre- and post mob and RC training responsibilities. Five regional Teams within HQ FORSCOM have responsibility for mobilization and RC training. A FORSCOM DCG leads teams. Installations would be aligned with regional teams for mobilization planning.

- DISCARDED
  Large span of control
  Minor savings

FORSCOM

FORSCOM REGIONAL TEAMS
w/ FEMA REGIONS



5 NOTIONAL REGIONS

FORSCOM

FORSCOM / REGIONAL TEAMS

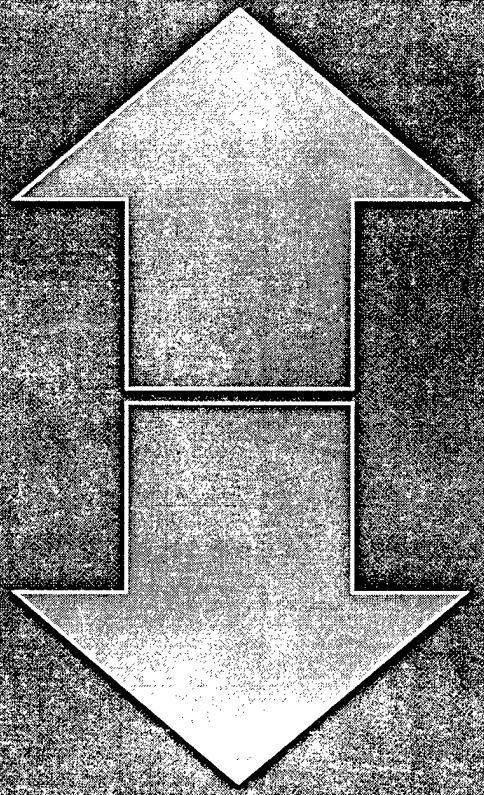
OBSERVATIONS:

- LARGE SPAN OF CONTROL
- LOSS IN QUALITY OF SERVICE
- ELIMINATES TWO 3 STAR AUTHORIZED STRUCTURE COMMANDS

CONCLUSION: NOT FEASIBLE / LARGE SPAN OF CONTROL

MOBILIZATION FAA
CG, FORSCOM Decisions

NEAR TERM / FEASIBLE



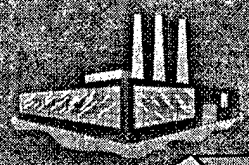
- Reduce mobilization stations to 15 Power Projection Platform
- Field MOBLAS at Power Projection Platforms
- Publish Lock-up Policy letter

LONG TERM / DIFFICULT

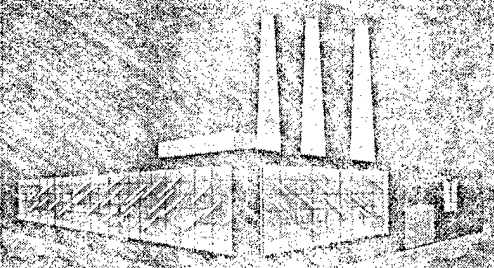
FORSCOM

CG FORSCOM DECISIONS

- REDUCE SPAN OF CONTROL
- CONSOLIDATION OF RESOURCES



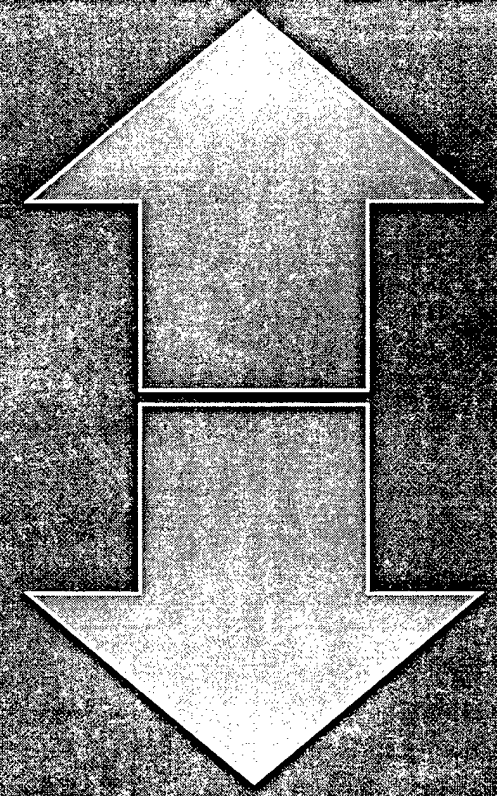
38 MOB STATIONS



15 POWER PROJECTION PLATFORMS

FORSCOM

MOBILIZATION FAA
CG, FORSCOM Decisions



NEAR TERM / FEASIBLE

- Reduce mobilization stations to 15 Power Projection Platform
- **Field MOBLAS at Power Projection Platforms**
- Publish Lock-up Policy Letter

LONG TERM / DIFFICULT

FORSCOM

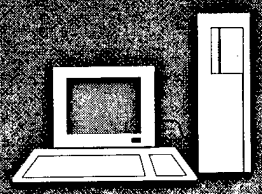
CG FORSCOM DECISIONS

EFFECTIVENESS

STANDARD RC SOFTWARE
TIMELY DATA
UNIT VISIBILITY
READINESS VISIBILITY
UNIT VISIBILITY

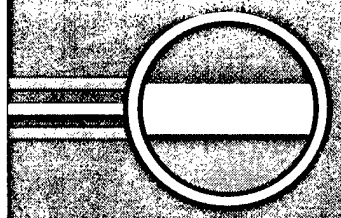
EFFICIENCIES

MINIMAL FIELDING COSTS ($120 K)
COST AVOIDANCE ($120 M)
SOFTWARE COST AVOIDANCE ($194 M)
UTILIZE EXISTING CAPABILITIES

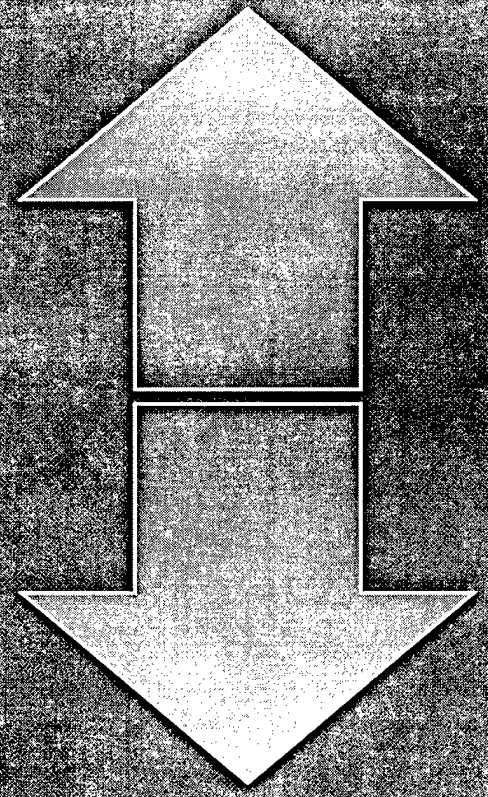


FORSCOM

MOBILIZATION FAA
CG, FORSCOM Decisions



NEAR TERM / FEASIBLE



- Reduce mobilization stations to 15 Power Projection Platform
- Field MOBLAS at Power Projection Platforms
- **Publish Lock-up Policy letter**

LONG TERM / DIFFICULT

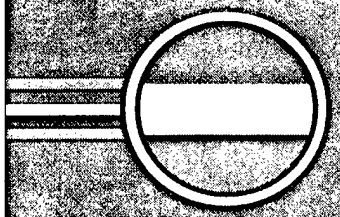
FORSCOM

CG FORSCOM DECISIONS

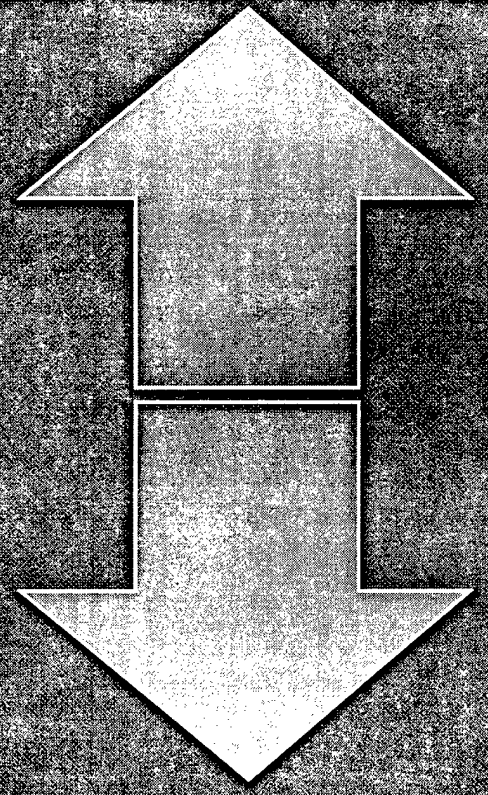
FORSCOM POLICY CHANGES (EXAMPLES)

- Inventory Billets
- Store personal property
- "Leave it" for follow-on units
- Enforce weapons qualification standards

MOBILIZATION FAA
VCSA Recommendations



NEAR TERM / FEASIBLE



- Approve the Rengineered Mob Process
- Designate FORSCOM Executive Agent for mobilization
- Create Regional HQ's for identical STARC functions
- Direct the functionality of CLAS be incorporated into RCAS and used by the Reserve Components
- Direct the ARNG to field CLAS
- ARNG review full time manning spaces and redistribute to first to deploy

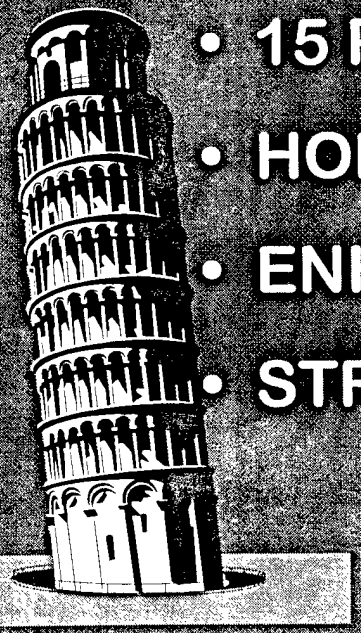
LONG TERM / DIFFICULT

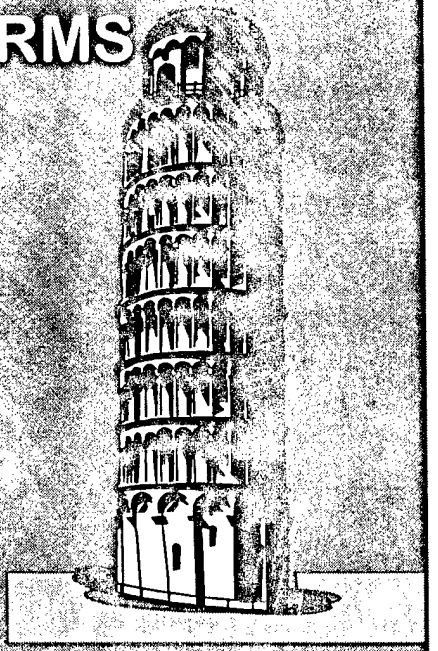
FORSCOM

9/17/2008

REENGINEERED MOB PROCESS

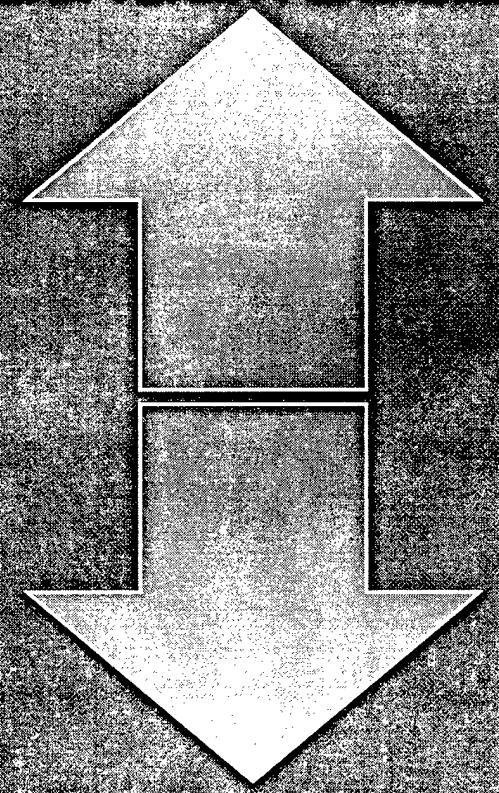
- ELIMINATE LAYERING
- MOB STATION REDUCTION
- 15 POWER PROJECTION PLATFORMS
- HOME STATION DEPLOYMENT
- ENHANCED C^4I
- STRUCTURE BELOW CONUSA





FORSCOM

MOBILIZATION FAA
VCSA Recommendations



NEAR TERM / FEASIBLE

- Approve the Rengineered Mob Process
- Designate FORSCOM Executive Agent for mobilization
- **Create Regional HQ's for identical STARC functions**
- Direct the functionality of CLAS [illegible] into RCAS and used by the Reserve Component
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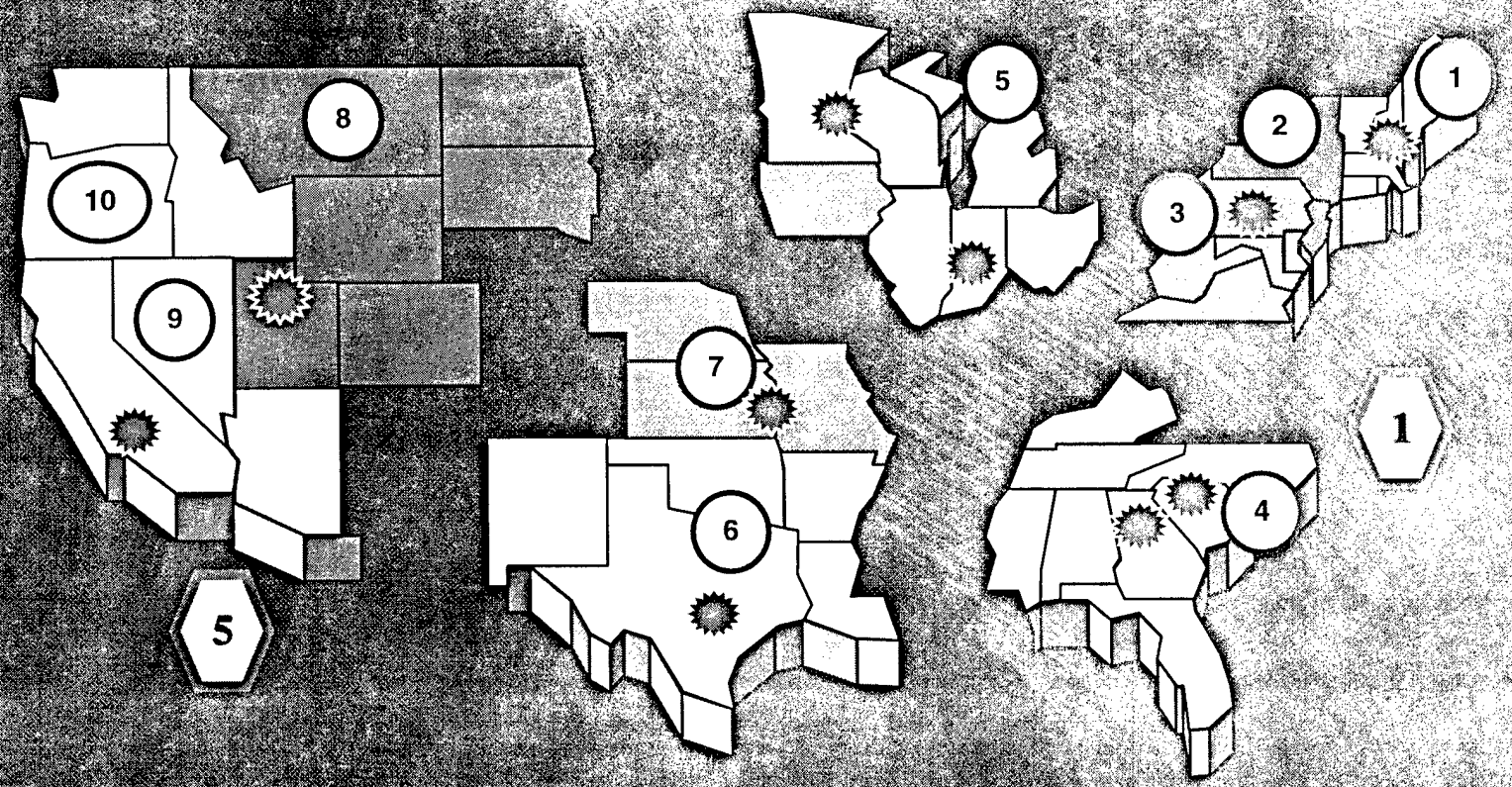
LONG TERM / DIFFICULT

FORSCOM

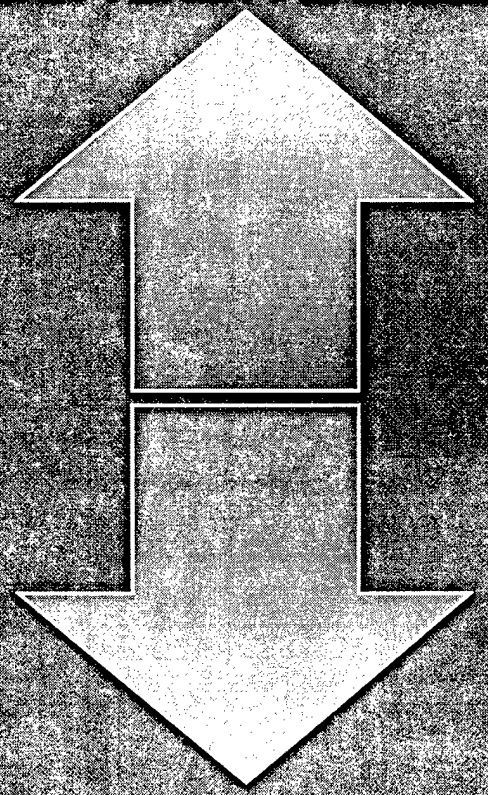
STARC REGIONAL TEAMS
w/ FEMA REGIONS



REGIONAL SUPPORT SITES

FORSCOM

MOBILIZATION FAA
VCSA Recommendations



NEAR TERM / FEASIBLE

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- **Direct the functionality of CLAS be incorporated into RCAS and used by the Reserve Components**
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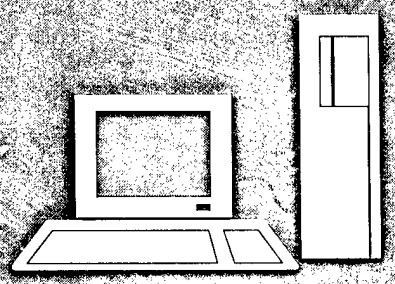
LONG TERM / DIFFICULT

FORSCOM

CG FORSCOM RECOMMENDATIONS FOR VCSA IMPLEMENTATION

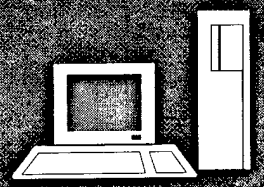
EFFECTIVENESS

STANDARD RC SOFTWARE
TIMELY DATA
UNIT VISIBILITY
READINESS VISIBILITY
UNIT VISIBILITY



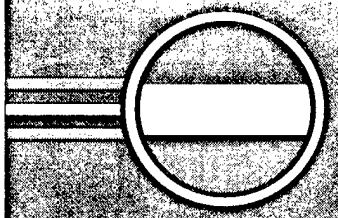
EFFICIENCIES

MINIMAL FIELDING COSTS ($120 K)
COST AVOIDANCE ($120 M)
SOFTWARE COST AVOIDANCE ($194 M)
UTILIZE EXISTING CAPABILITIES



FORSCOM

MOBILIZATION FAA VCSA Recommendations



NEAR TERM / FEASIBLE

- Approve the Reengineered Mob Process
- Designate FORSCOM Executive Agent for mobilization
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- Direct the functionality of CLAS reincorporated into RCAS and used by the Reserve Components
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- **ARNG review full time manning spaces and redistribute to first to deploy**

LONG TERM / DIFFICULT

FORSCOM

FTM / M-DAY TDA AUTHORIZATIONS IDENTIFIED FOR FURTHER ANALYSIS

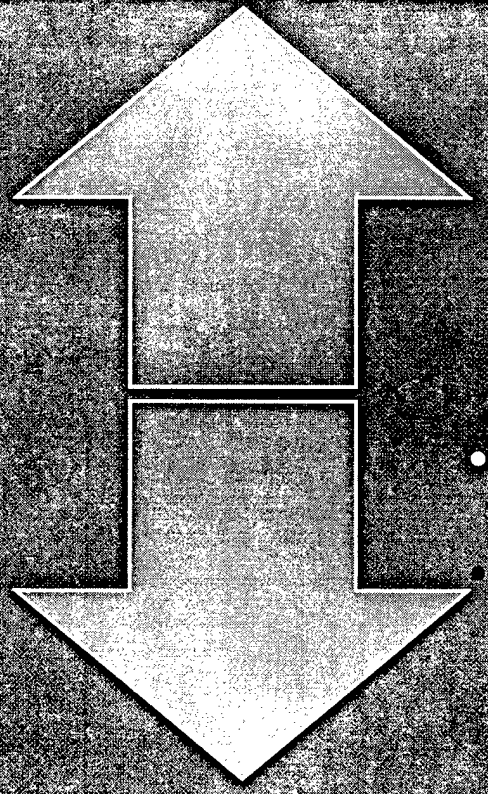
ARNG

5,446 STARC

FORSCOM

MOBILIZATION FAA
CSA / SA Recommendations

NEAR TERM / FEASIBLE



- Downsize RC (M-DAY) (STARC's & RSC) manning
- Realign DIV (IT) for TASS & Peacetime Training production

LONG TERM / DIFFICULT

FORSCOM

FTM / M-DAY TDA AUTHORIZATIONS IDENTIFIED FOR FURTHER ANALYSIS

ARNG

5,446 STARC

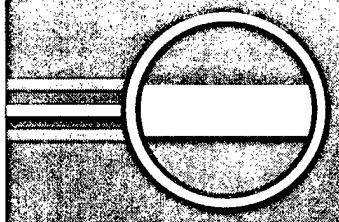
USAR

1,441 RSC

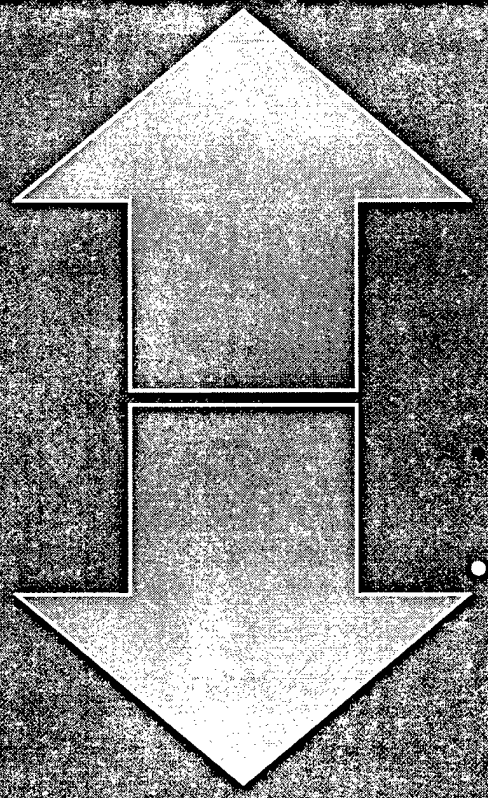
FORSCOM

9:32 7/20/98

MOBILIZATION FAA
CSA / SA Recommendations



NEAR TERM / FEASIBLE



- Downsize RC (M-DAY) (STARC's & RSC's) manning
- Realign DIV (IT) for TASS & Peacetime Training production

LONG TERM / DIFFICULT

FORSCOM

CSA / SA RECOMMENDATIONS

- Remission Training Divisions to support:
  - Leonard Wood, Jackson, Knox, Benning, Sill, Bliss

Efficiency

- Tailored FORCE XXI focus on training mission
- 7,000 excess TDA positions
- Utilization of existing RECBN assets

FORSCOM

MOBILIZATION FAA NET EFFECTS

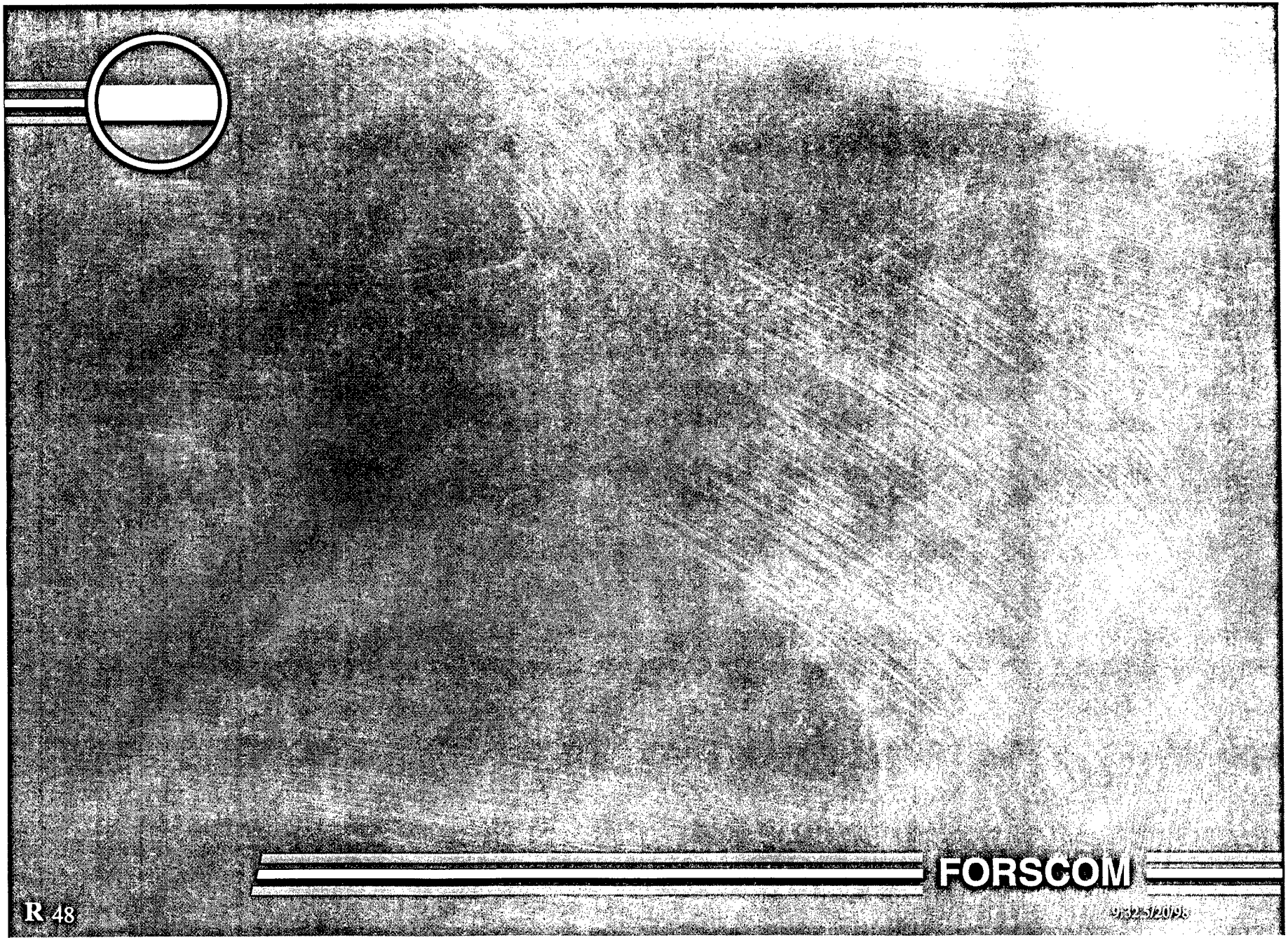
NEAR TERM / FEASIBLE

- Reduce number of mob stations
- Selectively use Home Station Mobilization
- Integrate Automation of Mob Process
- Reorganize STARC / RSC / TNG Divisions

NET SAVINGS: MANPOWER 13,853 - $ 314+ M

LONG TERM / DIFFICULT

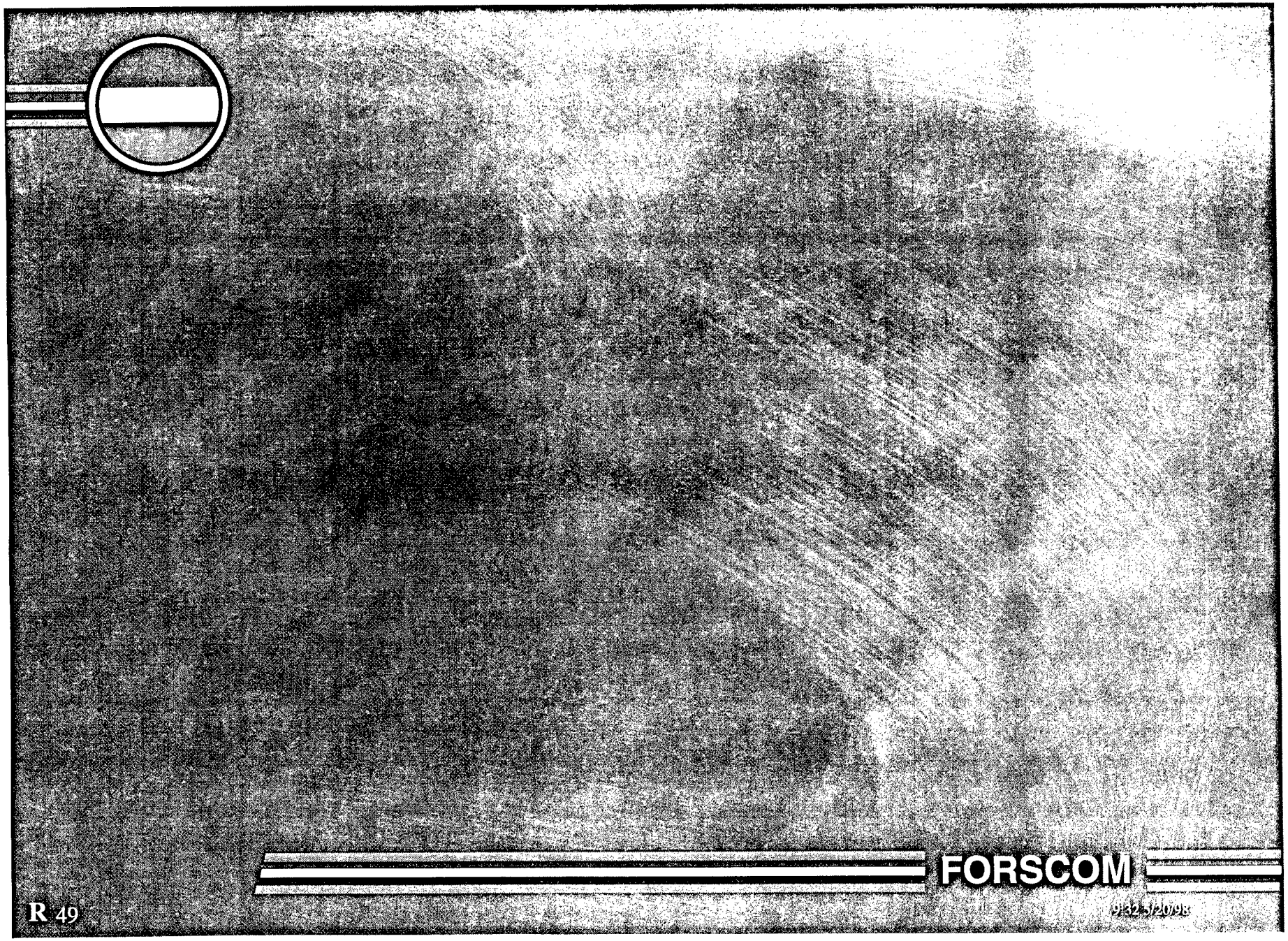
FORSCOM


FORSCOM

MOBILIZATION FAA
Experimentation Plan

- EXERCISE POSITIVE FORCE 96
- MADCAP
- EXERCISE CALL FORWARD 96

FORSCOM


FORSCOM
R 49

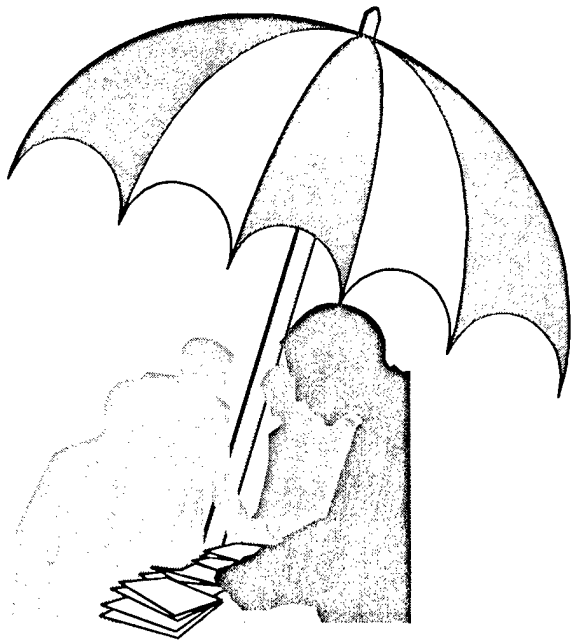
REDESIGN OF THE INSTITUTIONAL ARMY

FORSCOM Power Projection FAA

PRE-BRIEF HIGHLIGHTS

MG ANDERSON

October 23, 1995



F O R C E

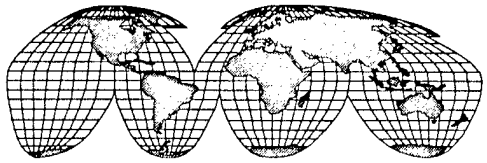
XXI

Agenda

- Synopsis of Major Points of FORSCOM Pre-Brief
- Reminder of Umbrella Group Points

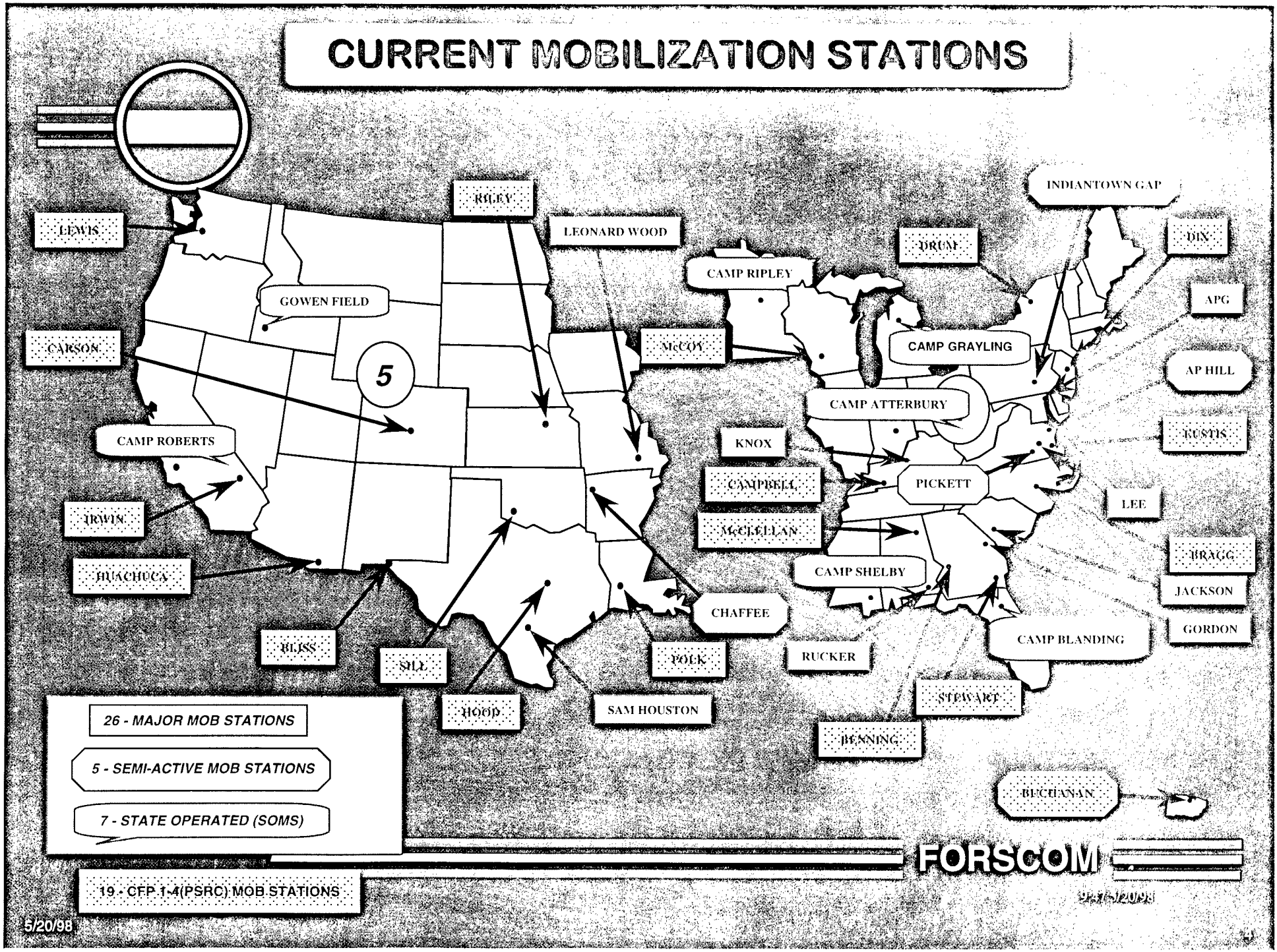
F O R C E

XXI

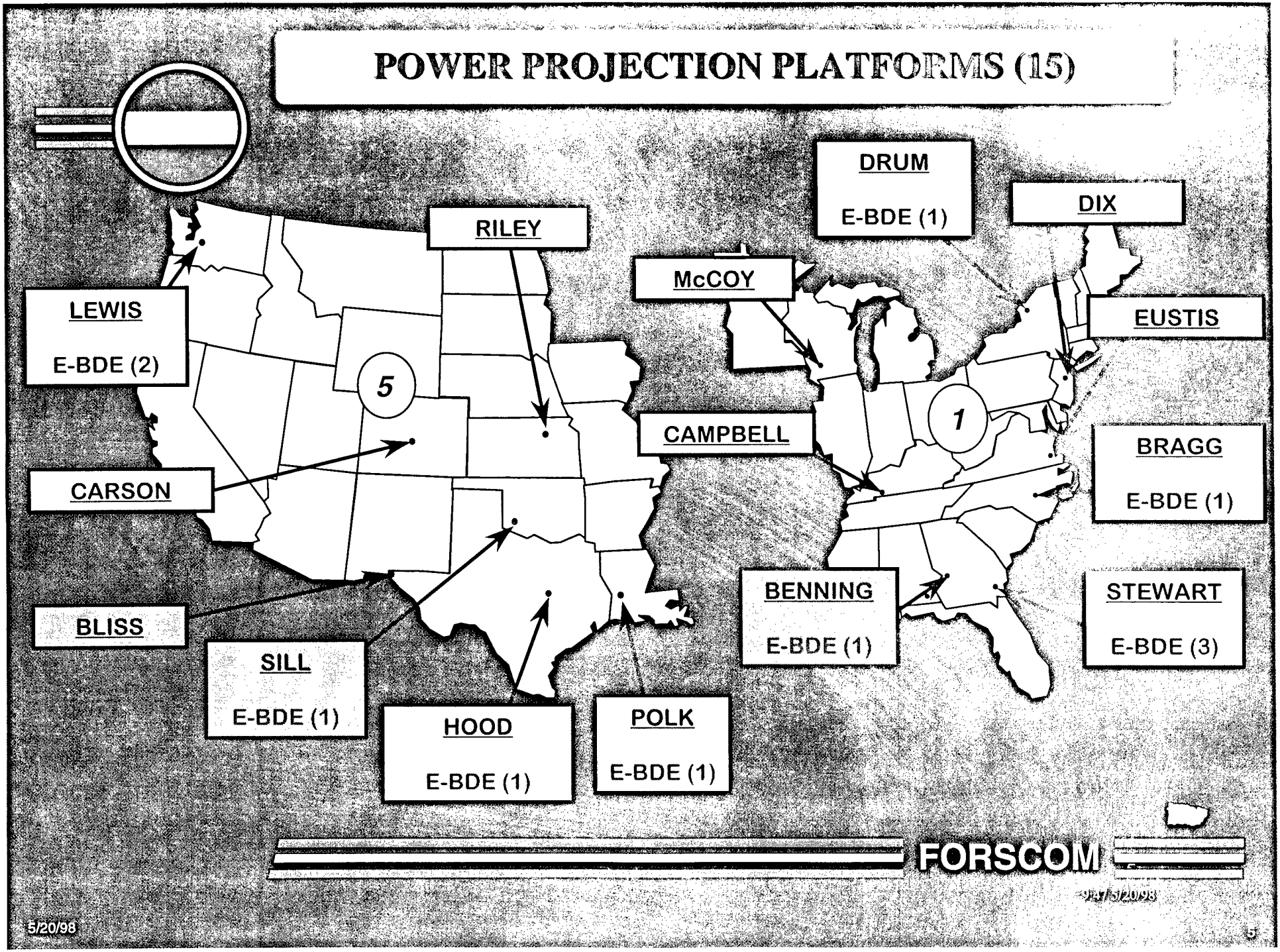


Major Points of FORSCOM Pre-Brief

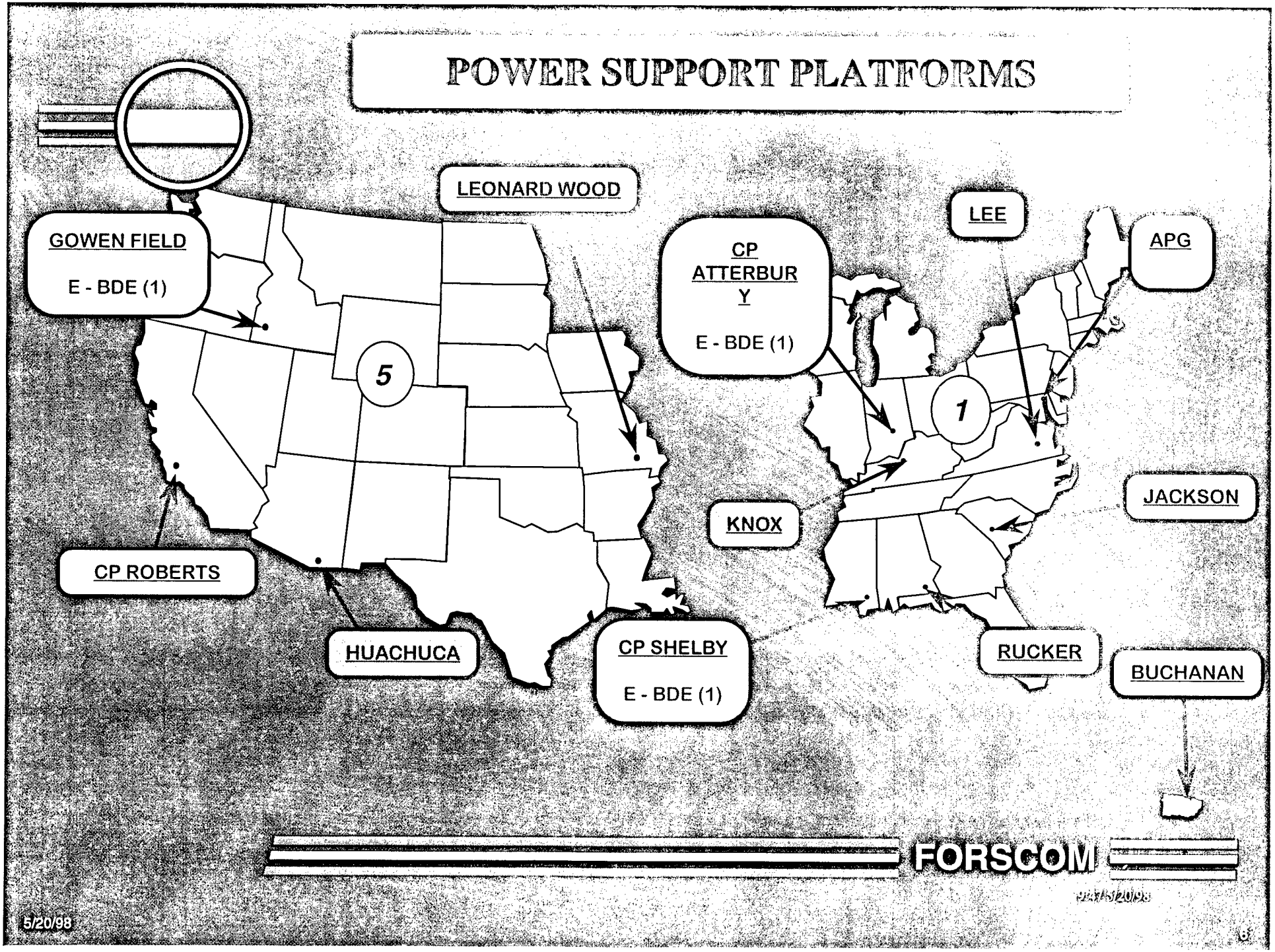
1. FORSCOM Executive Agent for Mobilization
2. Identifies 15 Power Projection Platforms
3. RC Home Station Deployment
4. Use MOBLAS/CLAS on RCAS
5. Considered Four Alternative Organizations
6. Reduce Personnel in STARCs/RSCs/Trng Divs
7. Emphasize FORMDEPS Standards
8. Sourcing (Tailoring) by FORSCOM
9. Leverage technology for Deployment Process
10. MTMC: Single Port Mgr/Army Container Mgr
11. Reorg/Realign STARCs/GSUs/DSUs
12. Use Modular Force Packages
13. Identifies 15 Sea Ports/14 Aerial Ports to be used with Power Projection Platforms
14. Considered Three Single Deployment Agency Options
15. Emphasizes Standardized Deployment Training
16. Recommends Exercising/Testing Reengineered Processes


CURRENT MOBILIZATION STATIONS
LEWIS
RILEY
LEONARD WOOD
INDIANTOWN GAP
DRUM
DIX
CAMP RIPLEY
APG
GOWEN FIELD
CARSON
5
McCOY
CAMP GRAYLING
AP HILL
CAMP ATTERBURY
KNOX
RUSTIS
CAMP ROBERTS
CAMPBELL
PICKETT
LEE
IRWIN
McCLELLAN
BRAGG
CAMP SHELBY
HUACHUCA
JACKSON
CHAFFEE
GORDON
CAMP BLANDING
BLISS
SILL
POLK
RUCKER
HOOD
SAM HOUSTON
STEWART
BENNING
BUCHANAN
26 - MAJOR MOB STATIONS
5 - SEMI-ACTIVE MOB STATIONS
7 - STATE OPERATED (SOMS)
19 - CFP 1-4(PSRC) MOB STATIONS
FORSCOM
5/20/98

POWER PROJECTION PLATFORMS (15)



POWER SUPPORT PLATFORMS



HOME STATION MOBILIZATION

Concept:

- SMALL, EASILY DEPLOYABLE
- SHORTENS & EXPEDITES THE MOB PHASE
- MOVE TO APOE / SPOE

FORSCOM

5/20/98

POSSIBLE CANDIDATES FOR HOME STATION MOBILIZATION

UNIT	HOME STATION	COMPO	STR	INC	ALAD
		NEA			
420 EN BDE HHC	BRYAN, TX	2	118	5CF	28
126 PA DET	AUGUSTA, MI	2	28	5CF	29
248 CS CTR HHC	PORT ORCHARD, WA	2	27	NONE	30
		SWA			
416 EN CMD HHC	CHICAGO, IL	3	256	3CF	14
HQ 3D ARMY USARAU	OPELIKA, AL	3	10	NONE	15
29 TC DET MOV CONT	FT MCPHERSON, GA	3	181	NONE	15
1103 CS HHD CORPS	FT BRAGG, NC	3	5	4CF	16
1932 MD TM	EUFAULA, AL	2	58	NONE	16
109 PA DET	INDEPENDENCE, MO	3	7	3CF	16
657 TC DET	FT INDIANTOWN GAP, PA	2	16	NONE	19
433 CM DET	BELLEVILLE, IL	3	35	3CF	19
122 CS DET	CHAMBLEE, GA	3	10	7CF	19

* 40 OTHER UNITS THRU DAY 30 ARE POSSIBLE CANDIDATES

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9:7 5/20/98

C^4I

- Capitalize on MOBLAS
  - Put MOBLAS at all Power Projection Platforms
  - Independent of RCAS
  - Integrates RC Unit Data into AC Database
  - Facilitates Rapid Unit and SRP Processing
- Key is simultaneous visibility of data / info at C^2 nodes (CINC / TRANSCOM, ACC / DA, FORSCOM, CONUSA, RSC, STARC, UNIT)
- In Trans Visibility (per & equip)
- Type Data

- PER
- LOG
- TRAINING
- MPES

- PAX
- LGT / HT / WGT
- HAZMAT
- AVAL DATE

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OPTIONS CONSIDERED

READINESS DIVISION

EXPANDED CONUSA

READINESS COMMAND

FORCE XXI

FORSCOM REGIONAL TEAMS

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FTM / M-DAY TDA AUTHORIZATIONS IDENTIFIED FOR FURTHER ANALYSIS

ARNG

5,446 STARC

USAR

1,441 RSC

FORSCOM

9:47 5/20/98

CSA / SA RECOMMENDATIONS

- Remission Training Divisions to support:
  - Leonard Wood, Jackson, Knox, Benning, Sill, Bliss

Efficiency

- Tailored FORCE XXI focus on training mission
- 7,000 excess TDA positions
- Utilization of existing RECBN assets

DISCIPLINED EXECUTION PROCESS

- EXECUTE FORMDEPS
- INDIVIDUAL WEAPONS QUALIFICATION
- CROSSLEVELING
  - BREAKING NON-MOBILIZED UNITS
  - EXCEEDING MINIMUM DEPLOYMENT CRITERIA
- STANDARDIZED SRP

DEPLOY: CURRENT PROCESS

Phase 1 Predeploy Activities	Phase 2 Movement to POE	Phase 3 Strategic Lift	Phase 4 Theater Reception	Phase 5 Onward Movement

Sourcing

Organizations

- ACOM
- HQDA
- FORSCOM
  - USARC
  - CONUSAS
  - NGB
  - MACOMS
- USARPAC/EUR/SO/SOC/CENT
- INSTALLATIONS

Characteristics:

- Provides automated decision support tools
- Facilitates Rapid transmittal of Mission changes
- Eliminate DA from sourcing

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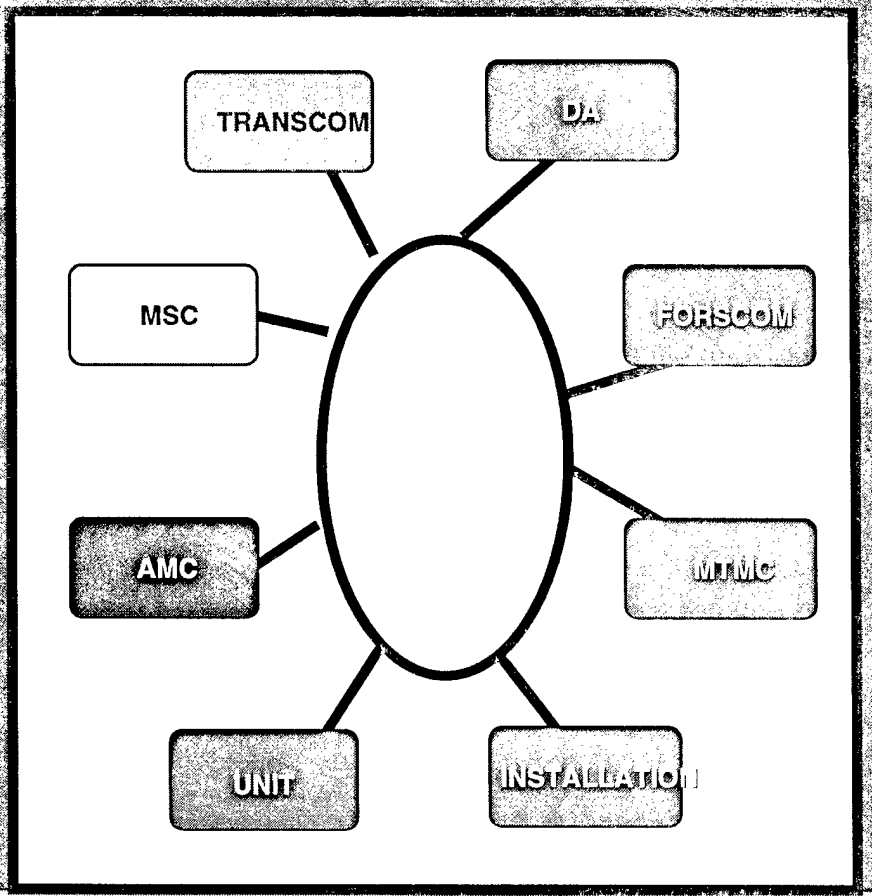
AUTOMATED DEPLOYMENT SYSTEM

Automated Information System

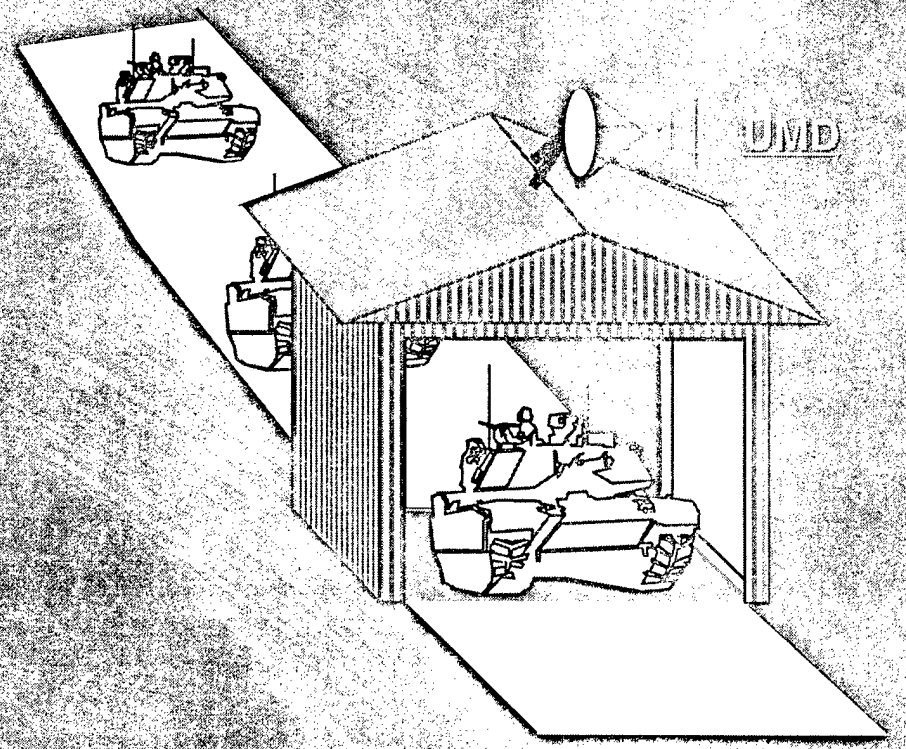
- User friendly operating system.
- Designed for lowest skilled user.
- Real-time data available at all nodes.
- Minimum training at operator level.
- Automated simulation tools designed for the decision maker.
- Portable and deployable.



EQUIPMENT MEASURING DEVICE

Automatic Unit Movement Data Collection

- Accurately and efficiently records height, length, width, and weight.
- Electronically updates tag and transmits data.
- Saves time and manpower in updating AUEL.
- Reduces/eliminates opportunities for human error.
- Stationary or Portable



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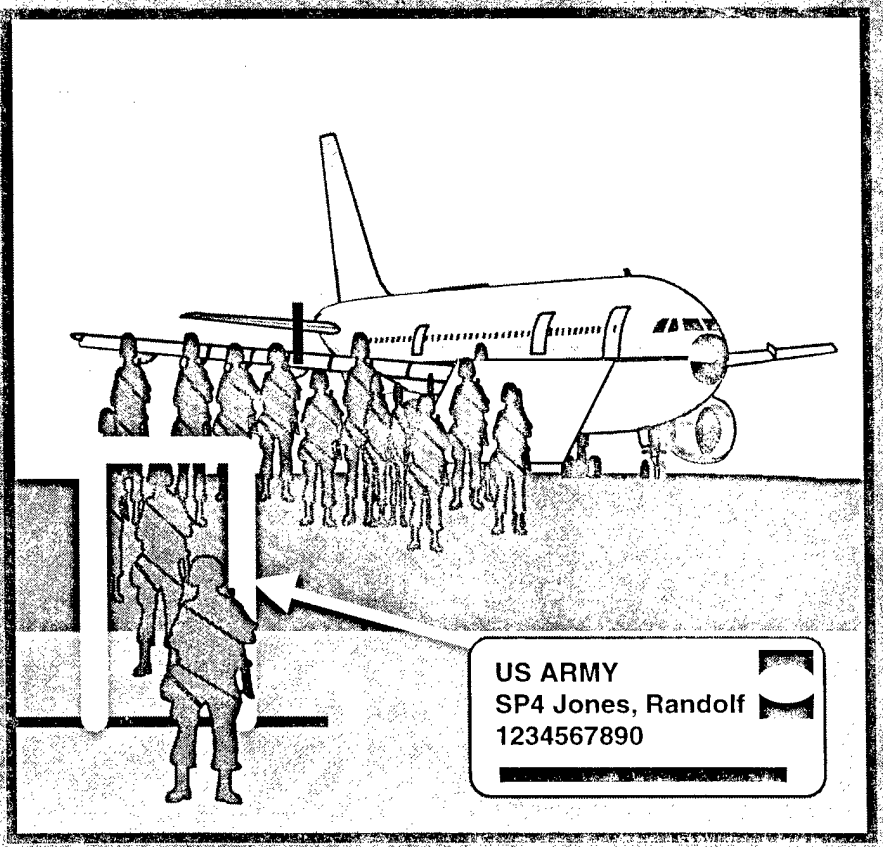
MARC CARDS

Multi-Technology Automated Reader Card

- Saves time in manifest planning.
- Electronic transfer of manifest and personnel data.
- Less time to determine individual or unit deployability during Soldier Readiness Processing (SRP).
- Fewer personnel required at SRP site.
- Faster unit deployments.



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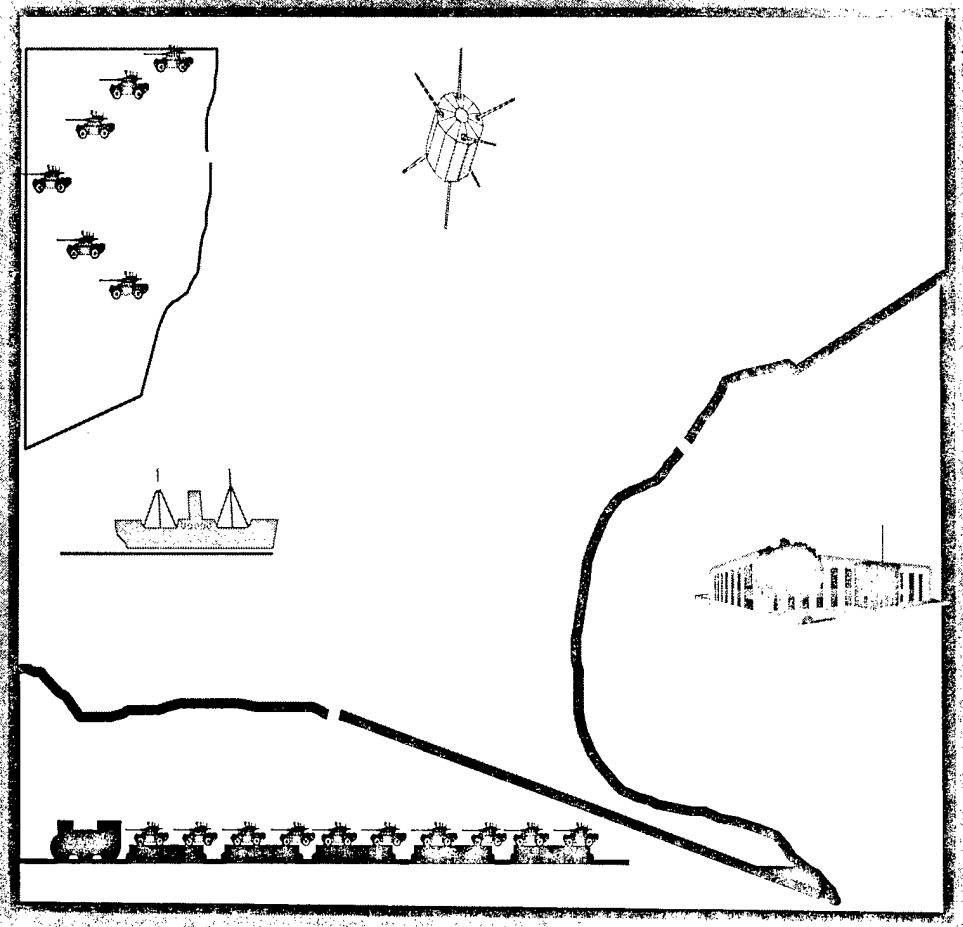
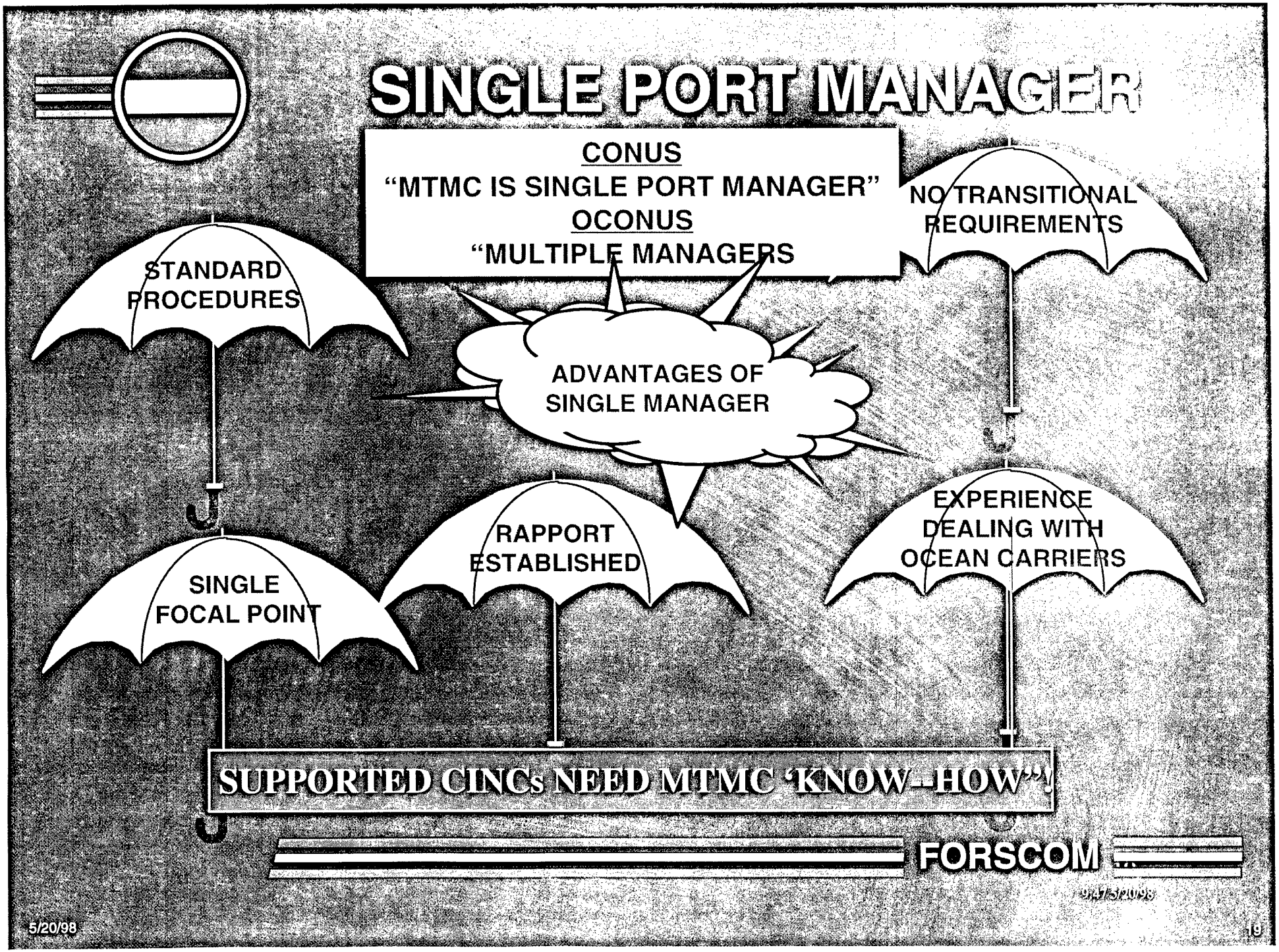
RADIO FREQUENCY TAG

In-Transit Visibility

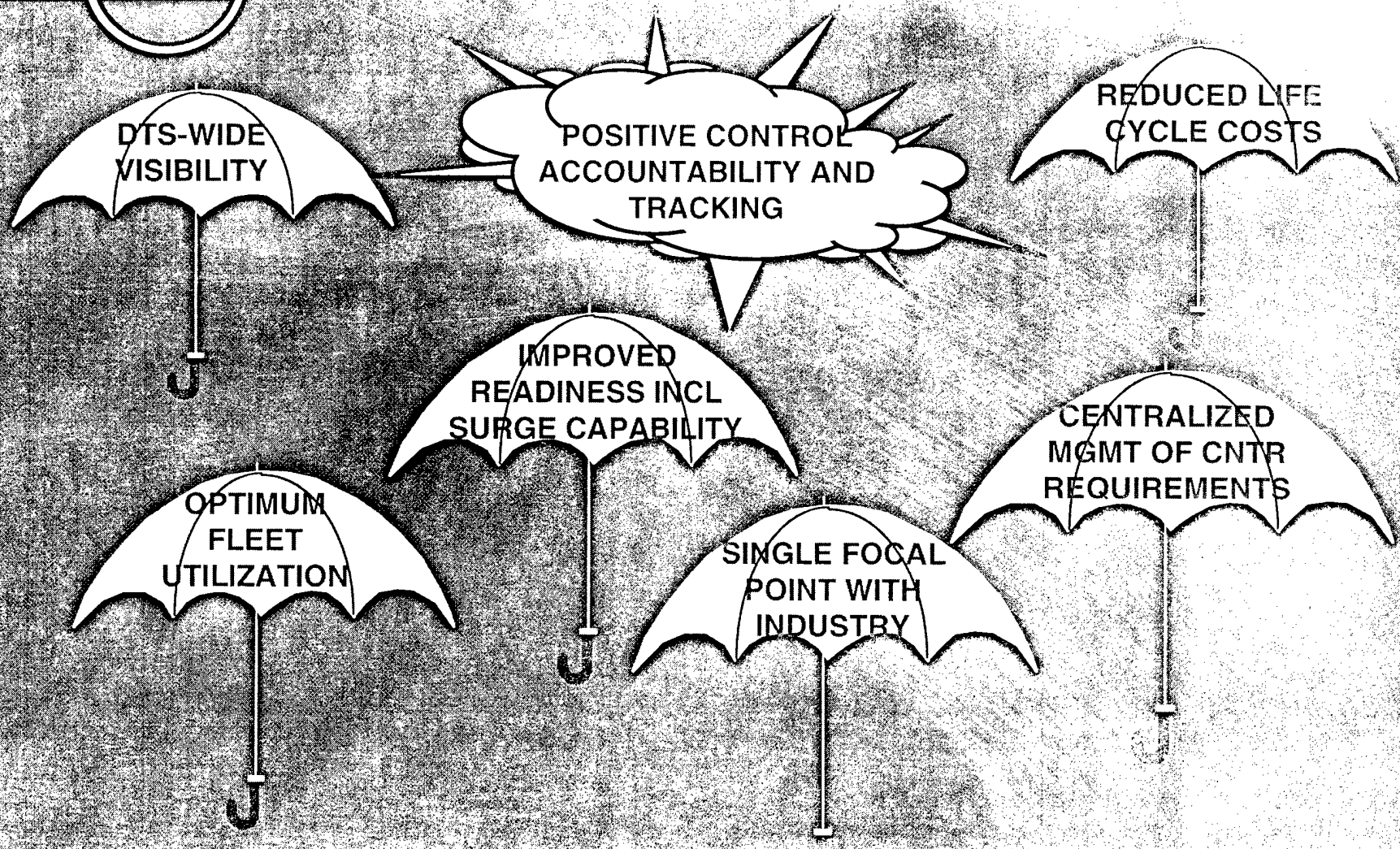
- Provides timely & accurate info on the location, movement, status, and identity of:
  - units
  - personnel
  - equipment
  - supplies
- Improves accountability



FORSCOM


SINGLE PORT MANAGER
CONUS
"MTMC IS SINGLE PORT MANAGER"
OCONUS
"MULTIPLE MANAGERS
NO TRANSITIONAL REQUIREMENTS
STANDARD PROCEDURES
ADVANTAGES OF SINGLE MANAGER
EXPERIENCE DEALING WITH OCEAN CARRIERS
RAPPORT ESTABLISHED
SINGLE FOCAL POINT
SUPPORTED CINCs NEED MTMC 'KNOW--HOW'!
FORSCOM

ARMY CONTAINER MANAGER



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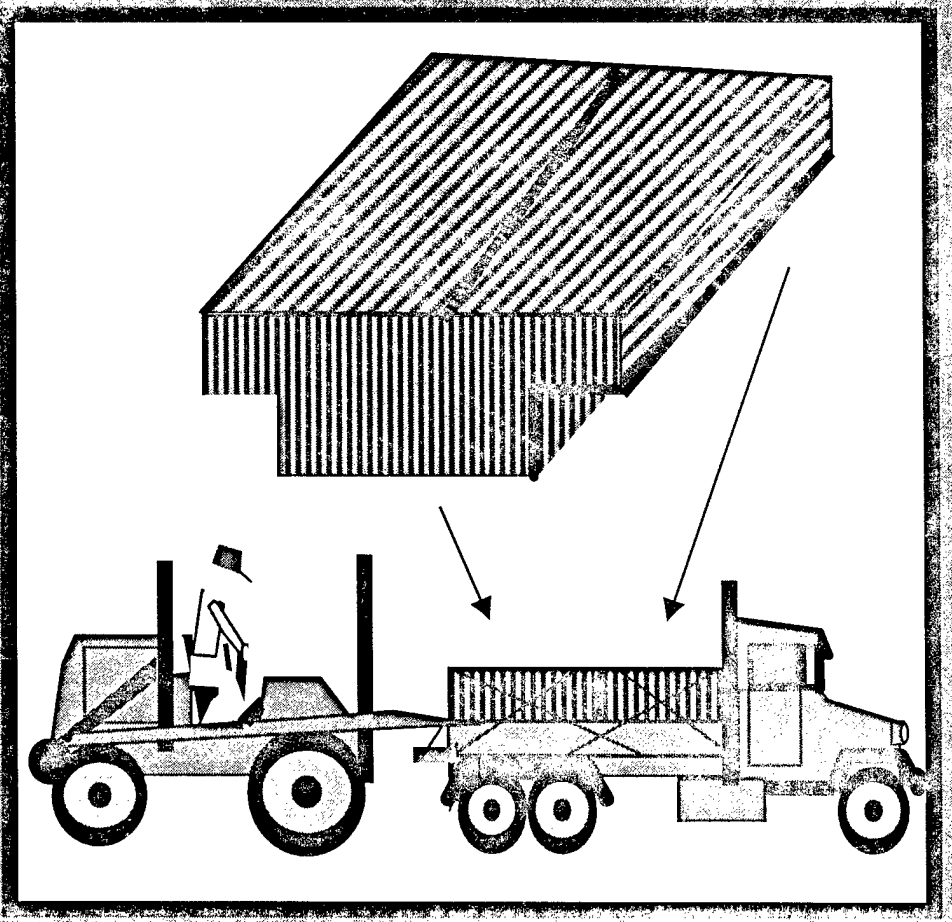
MODULAR CONTAINERS

Secondary Load Container

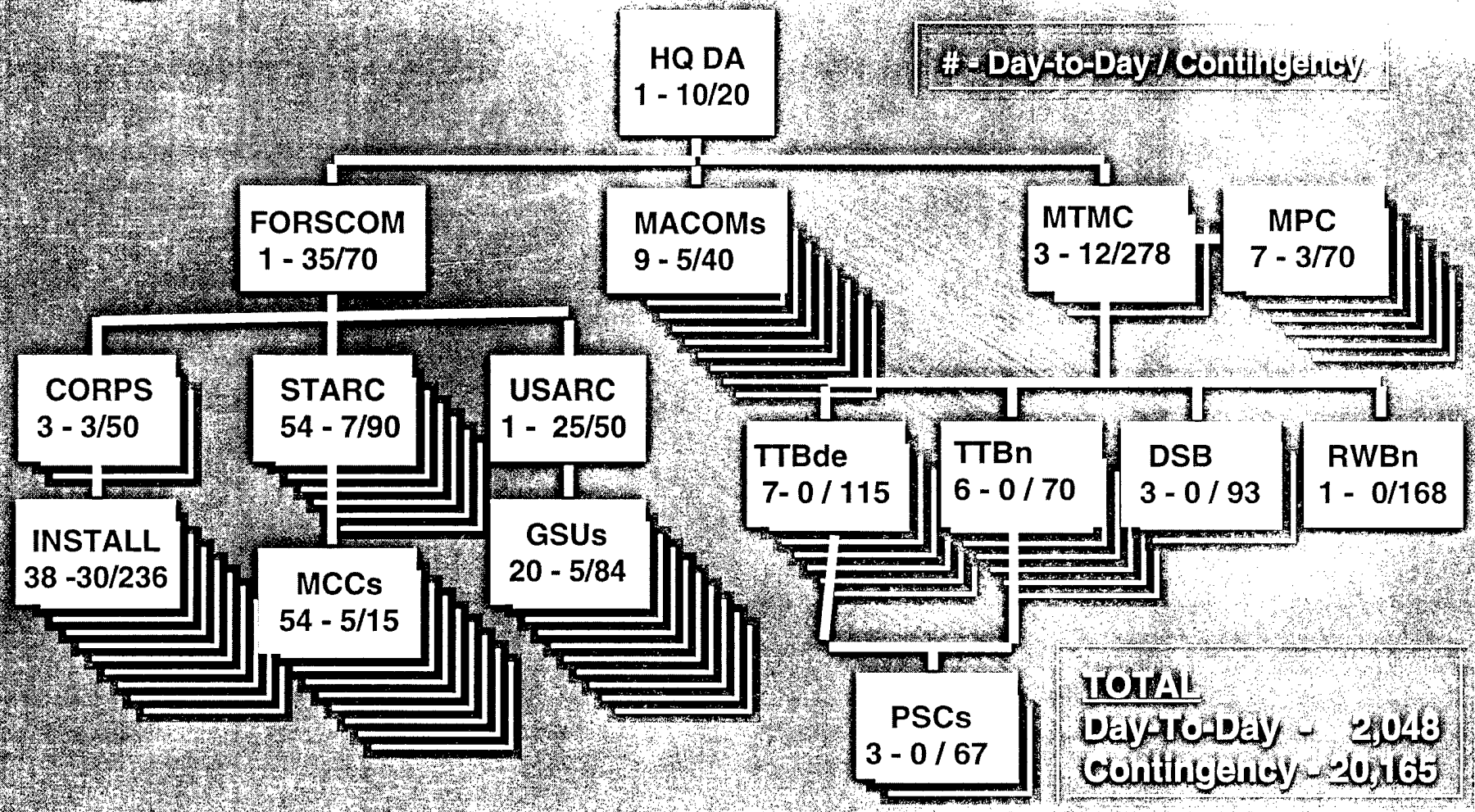
- Speeds uploading equipment.
- Hand loadable & multi-use.
- Reduces pilferage.
- Modular and fitted to each type of vehicle.



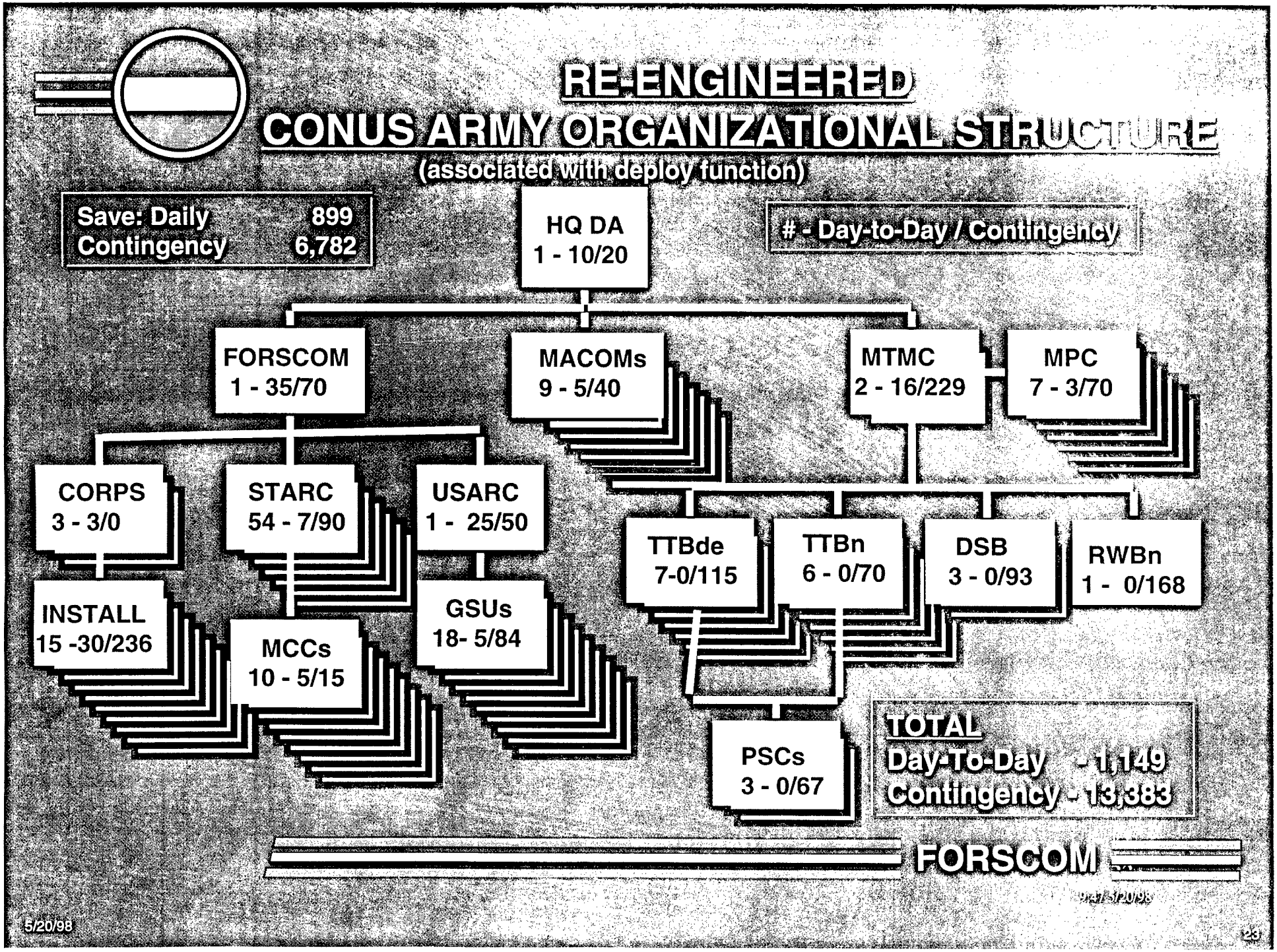
FORSCOM

CONUS ARMY ORGANIZATIONAL STRUCTURE

(associated with deploy function)

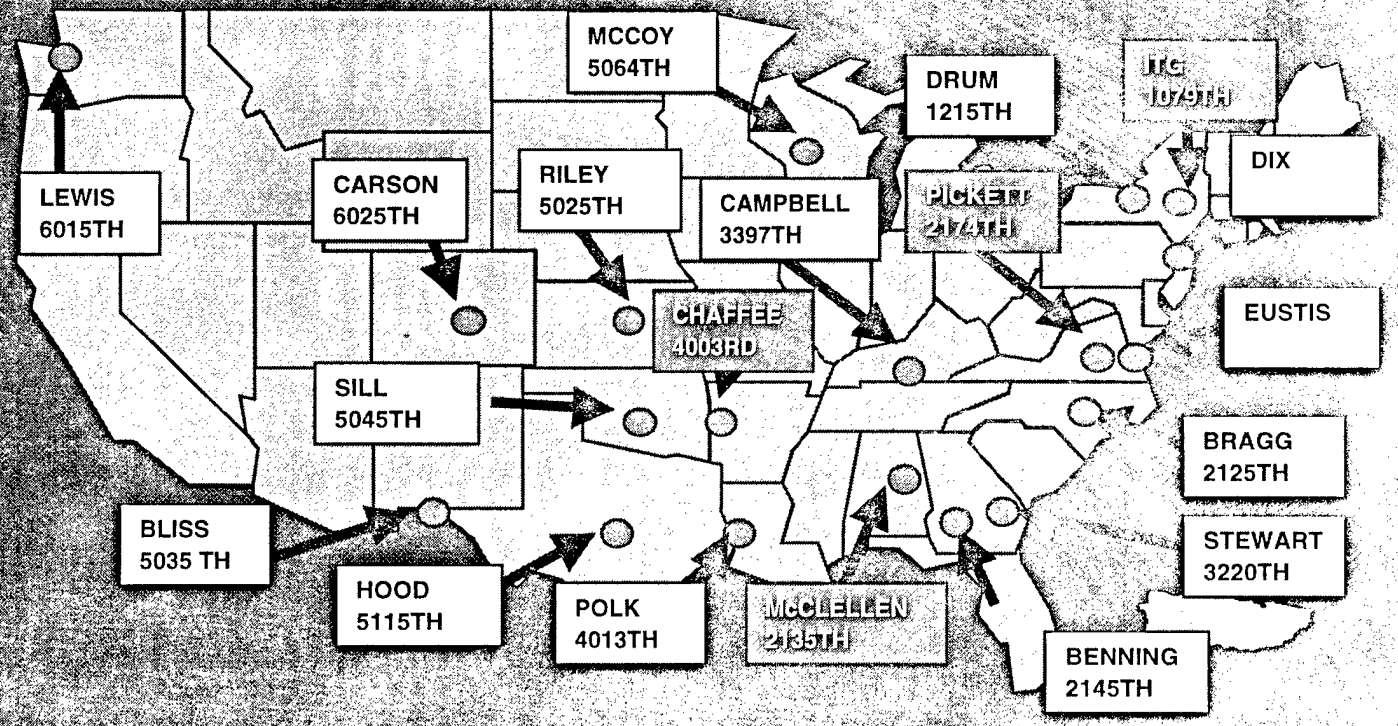


RE-ENGINEERED
CONUS ARMY ORGANIZATIONAL STRUCTURE
(associated with deploy function)



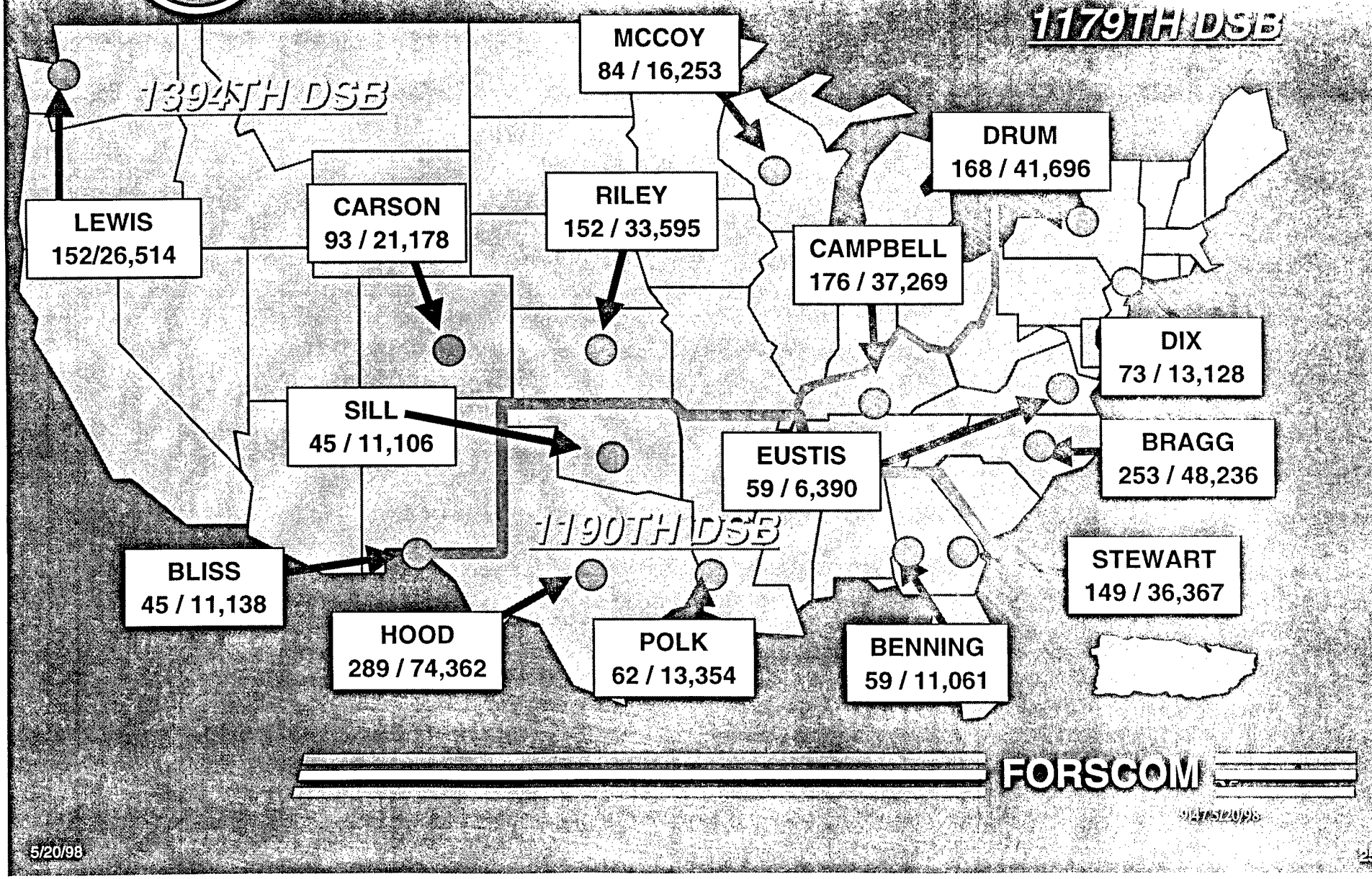
GARRISON SUPPORT UNITS

- Two PPPs do not have GSUs
- Four GSUs lost alignment thru BRAC
- Realign two of the GSUs with PPPs



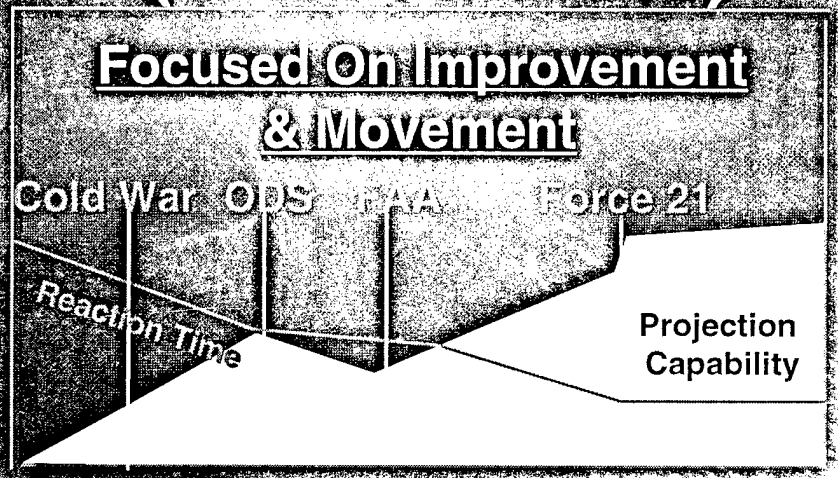
FORSCOM

DEPLOYMENT SUPPORT BRIGADES

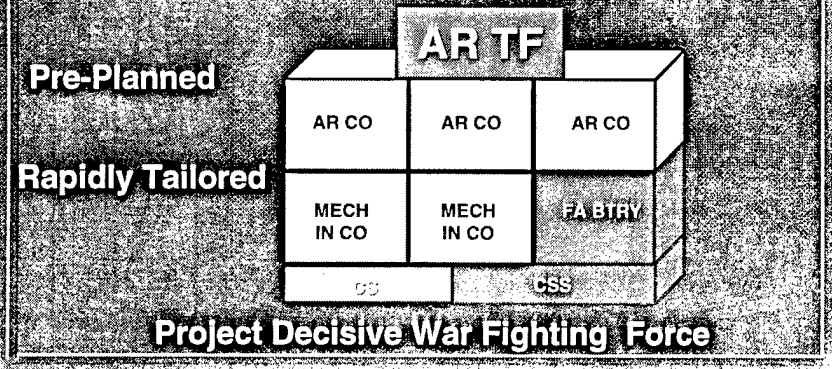


Reengineered Process (Characteristics)

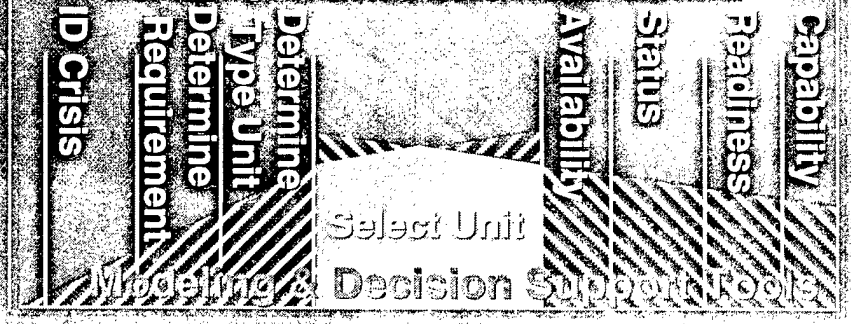
Focused On Improvement & Movement



Modular Force Packaging



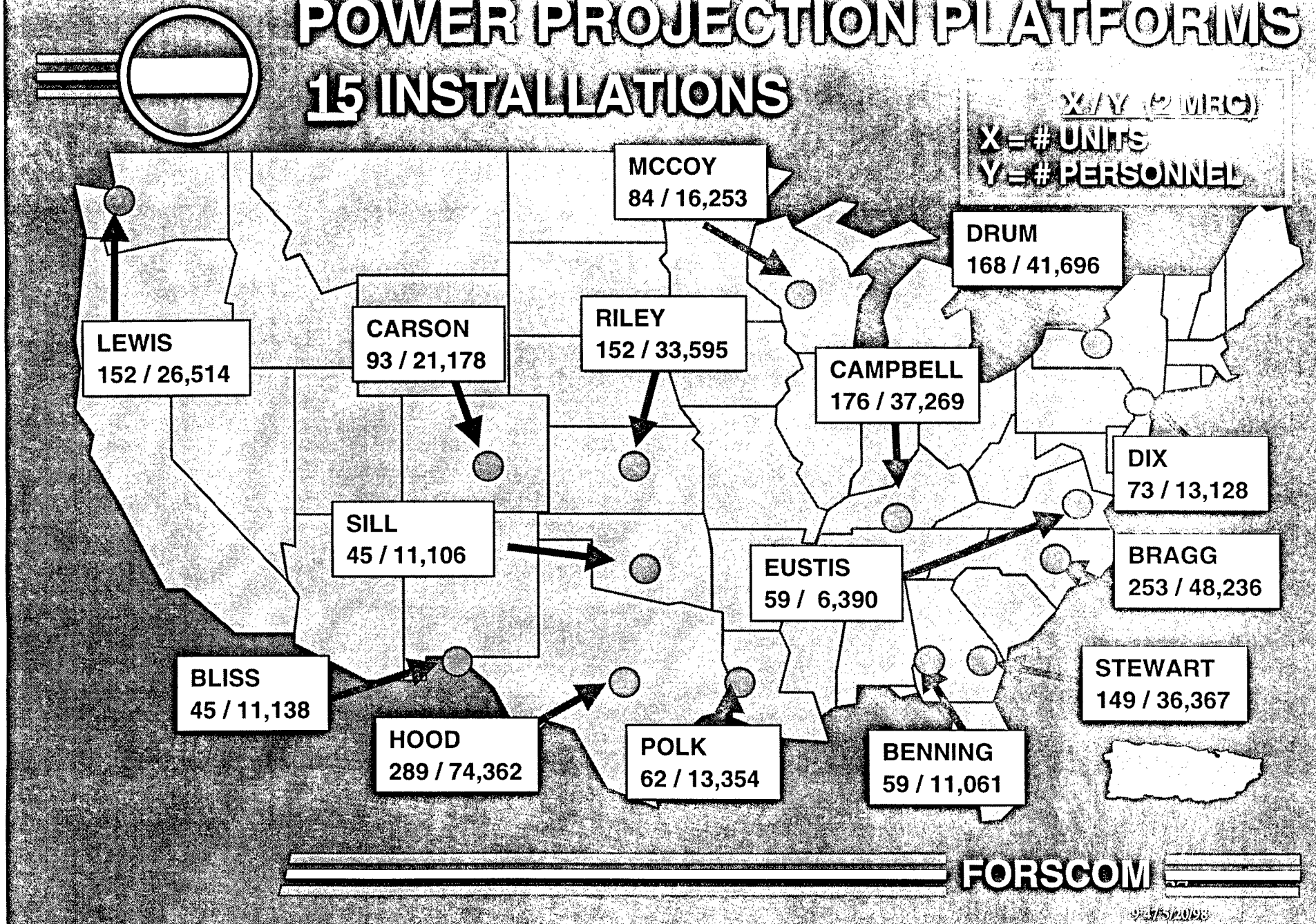
Sourcing Changes Keyed to Improved Automation



FORSCOM

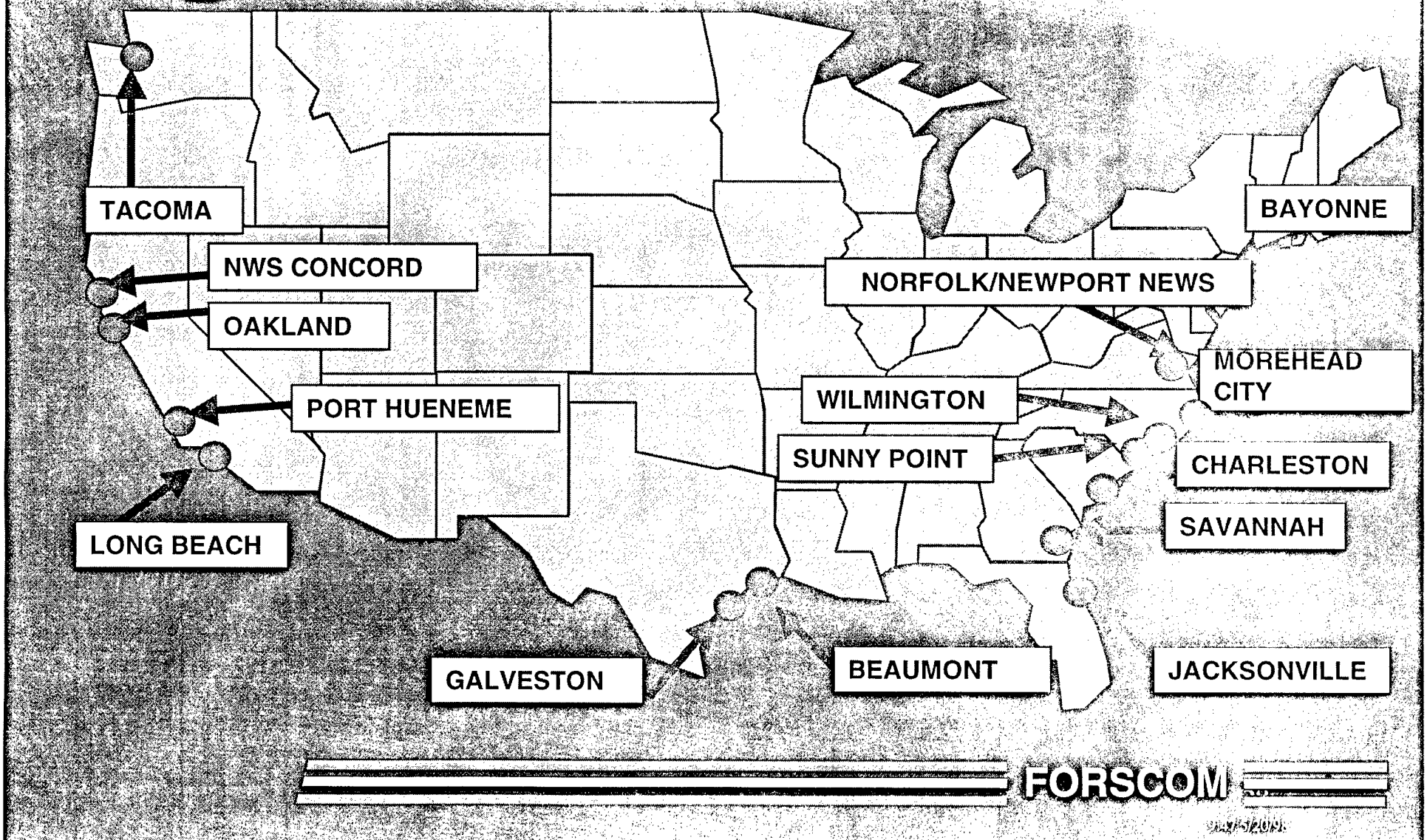
POWER PROJECTION PLATFORMS

15 INSTALLATIONS



POWER PROJECTION PLATFORM

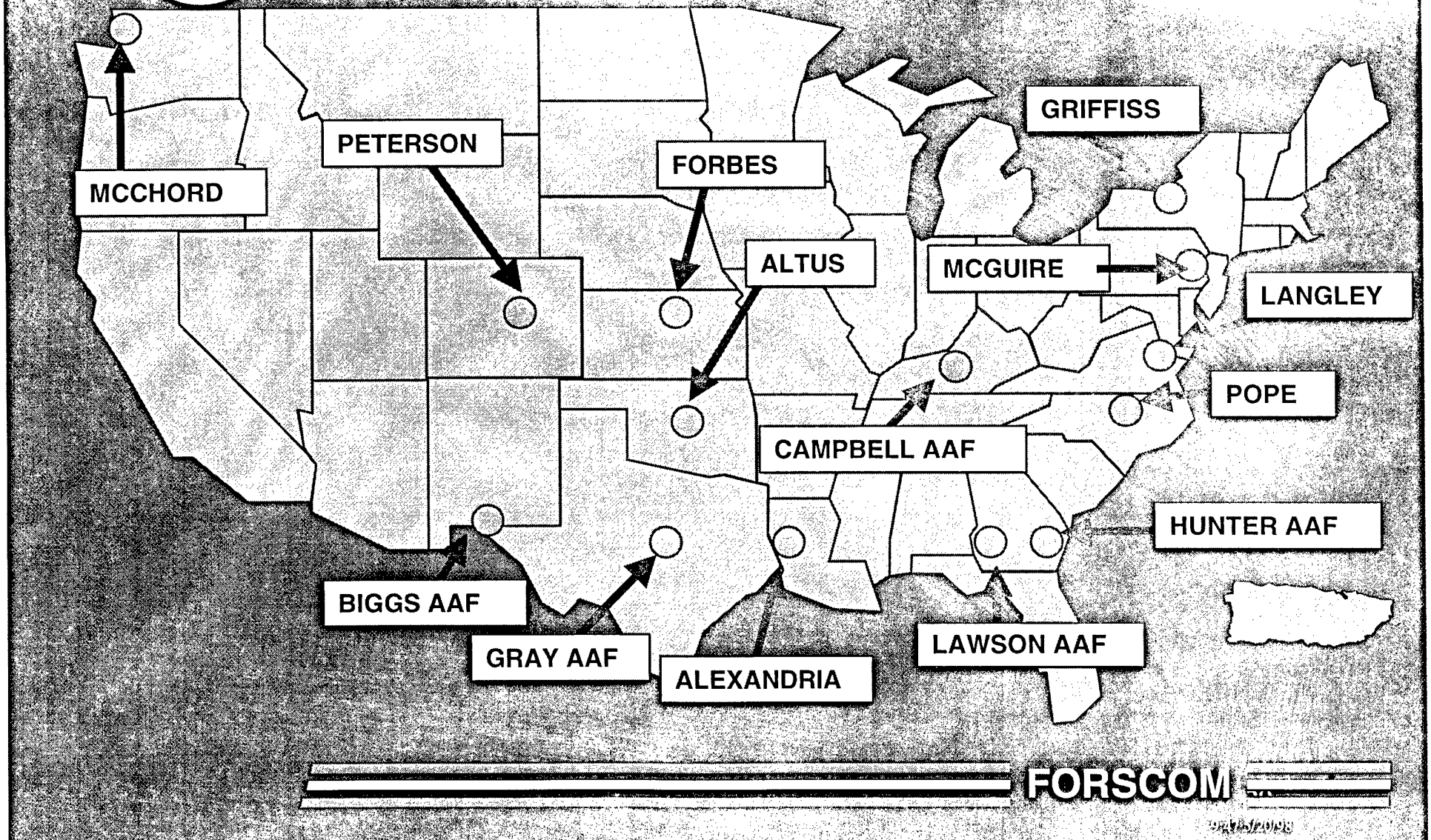
15 STRATEGIC SEAPORTS



FORSCOM

POWER PROJECTION PLATFORMS

14 STRATEGIC AERIAL PORTS



ORGANIZATIONAL COA ANALYSIS

TRANSCOM-SDA		MTMC-SDA		FORSCOM-SDA	
+	Flattens C2 During Movement	+	Flattens C2 During Movement	+	All Army Deploy Assets Under One Command
+	Maximizes COE Assets	+	Maximizes COE Assets	+	Maximizes COE Assets
+	JMAT/SDA Validate Mvt	+	JMAT/SDA Validate Mvt	+	AMAT/SDA Validate Mvt
-	Increased Span of Control	-	Requires Additional Resources	-	Requires Additional Resources
-	Significant Impact on Joint Community	-	Significant Impact on Joint Community	-	Significant Impact on Joint Community
-	Challenges Command Relationships	-	Creates Additional Command Layers	-	Increased Span of Control

FORSCOM

DEPLOYMENT TRAINING

PROBLEMS:

- Inaccurate Unit Movement Data
- Improper documentation for hazardous material and cargo.
- Nonstandard deployment procedures.
- Lack of JOPES qualified personnel at installation.

SOLUTIONS:

- Emphasize deployment training for units and individuals.
- Disseminate AARs and lessons learned.
- Standardize deployment procedures for CONOPS and major exercise deployments. (NTC/JRTC/SEDRES)
- Expand role of FORSCOM headquarters in SEDRE eval.

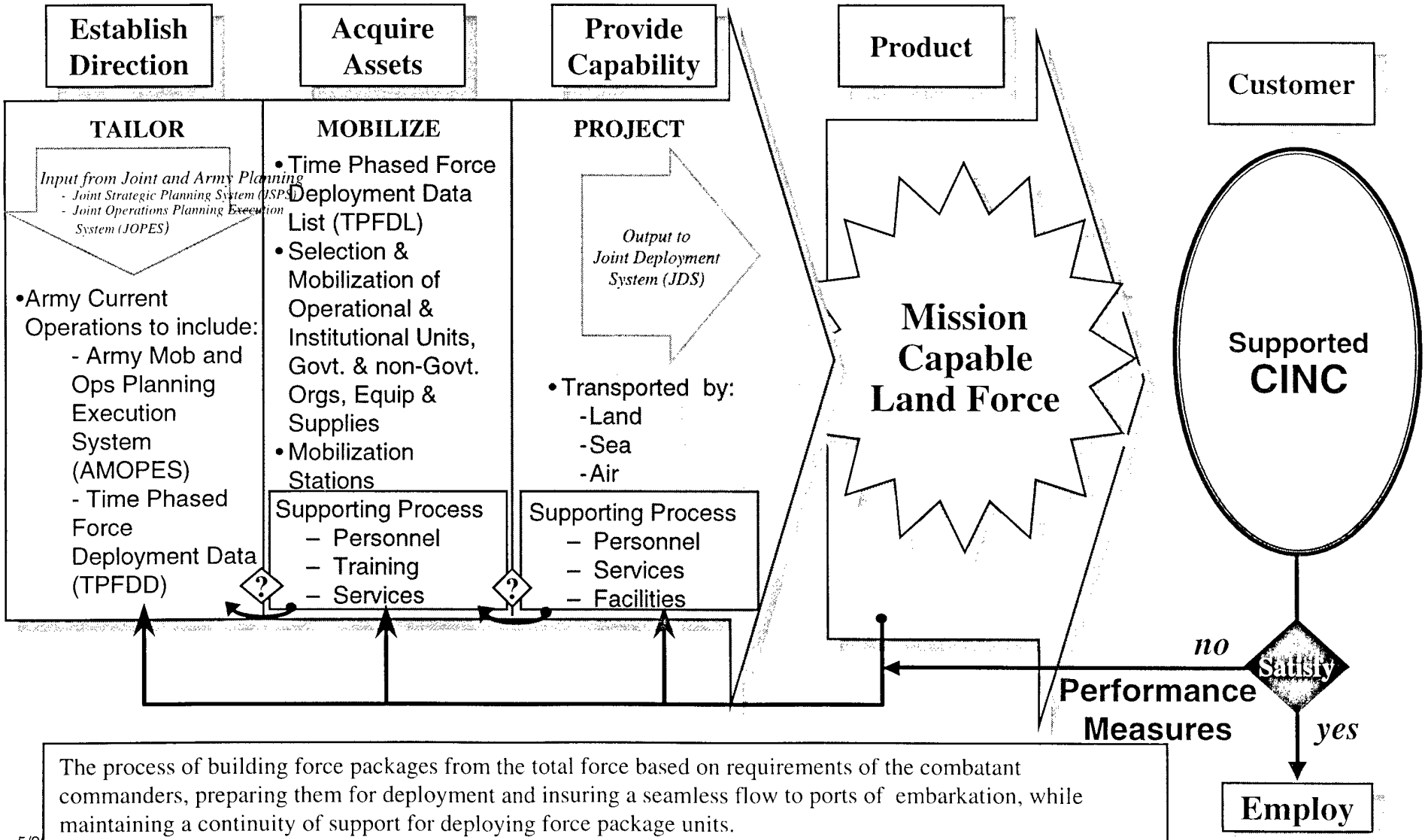
DEPLOY FAA

Experimentation Plan

- Develop plan to test recommendations during Exercise Positive Force 96 (1-14 March 96) and during Exercise Atlantic Resolve 96 (2-14 June 96).
- Test installation recommendations during the following SEDRE's:
  - XVIII ABN CORPS, 2-15 March 1996
  - III CORPS, 25 March - 5 April 1996

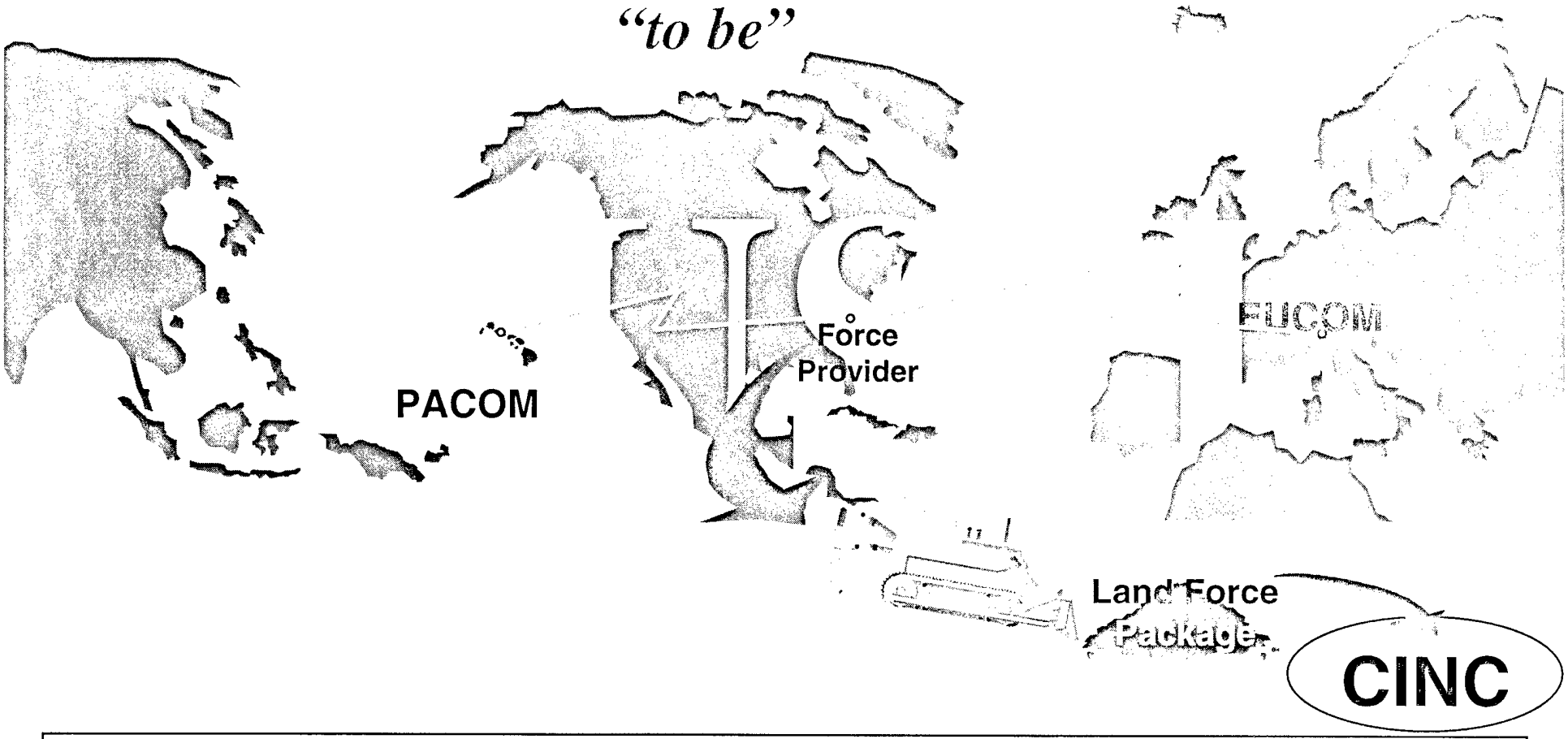
Tailor, Mobilize & Project Land Forces:

The Process



The process of building force packages from the total force based on requirements of the combatant commanders, preparing them for deployment and insuring a seamless flow to ports of embarkation, while maintaining a continuity of support for deploying force package units.

Tailor, Mobilize & Project Land Forces

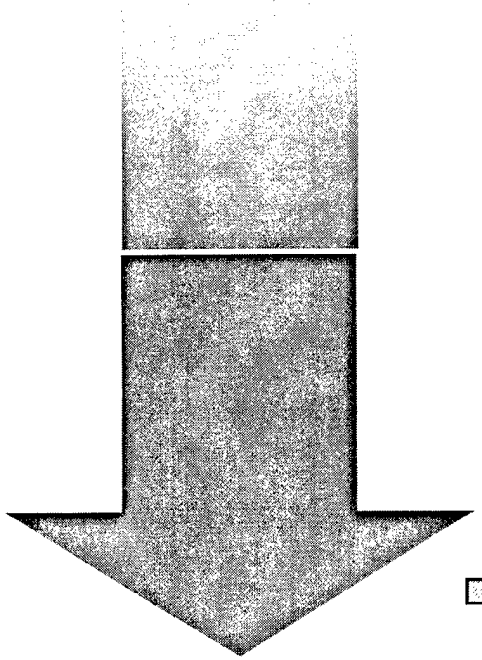


A "Push" Process

Revise the process to one in which the Army/FORSCOM *anticipates gaining CINCs requirements* and "pushes" requisite land force capability all the way to the assembly area, fully configured for prompt/ immediate operation.

Tailor, Mobilize & Project Land Forces

Prioritization of Process Changes



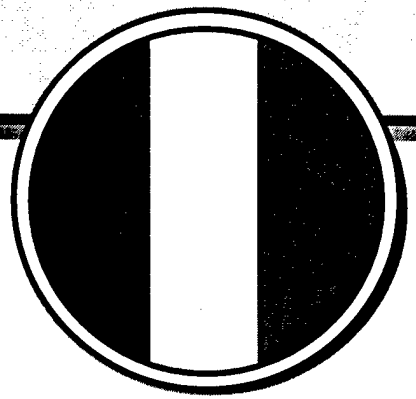
Action	FORSCOM	Experiment
• FORSCOM Process Owner	+	Exercise(GHQ)
• Align GSUs to Power Proj Platforms	+	Analysis
• FORSCOM/MTMC use JMATs	+?	Exercise JMAT
• FORSCOM is Army Force Provider	+	Exercise(GHQ)
• FORSCOM generates Alert/Mob Order	+	Exercise(GHQ)
• FORSCOM assumes Current Ops	?	Exercise(GHQ)
• Reduce Mob Stations	+	Analysis/Exer
• RC Cdrs validate units	+	OREs
• RC units bypass Mob Station	+	MOBEXs/OREs
• CORPS assume CONUSA mission	?+	Exercise (?)
• FORSCOM approves RC units	+	Exercise(GHQ)
• Provide common TPFDD/L System	+	Feasibility Study
• Provide common Deployment System	+	Feasibility Study
⇨ • *MTMC subordinate to FORSCOM*	-	*JCS Exer/Study*

⇨ JCS/OSD Issue, not within Army purview

TDA / Institutional Army Redesign

DOCTRINE

FUNCTIONAL AREA ASSESSMENT



DOCTRINE FAA UPDATE FOR LTG MILLER

15 November 1995

FORCE XXI

DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

AGENDA

- INTRODUCTION
- BASE CASE ASSESSMENT
  - Outcomes, Methods, Resources
- ALTERNATIVES
  - TRADOC XXI
  - Total Revision
  - Significantly Different
- UMBRELLA GROUP ISSUE

FORCE XXI

DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

PURPOSE

DCSDOC conducts Army-wide Doctrine FAA by:

- **Developing a Base Case laydown and three alternate courses of action that define the processes and organizations that produce doctrine throughout the Army.**
- **Assisting in the integration and harmonization of the doctrine function with other function proposals.**

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DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

MATRIX TEAMS

TRADOC MATRIX TEAM

- Performs Study Work
- Develops Base Case/Alternatives
- Presents Work to Army Matrix Team
- Harmonizes Doctrine Alternatives for FAA

• *TRADOC MATRIX TEAM (CORE)*

DCSDOC (all directors)
CIG
DCST
DCSCD
CAC
CASCOM
INF SCH
EN SCH

ARMY MATRIX TEAM

- Reviews TRADOC Matrix Tm's Work
- Approves Base Case and Alternatives
- Review Final FAA

ARMY MATRIX TEAM (CORE)

CAC	CASCOM
AR	CDC/TD
IN	OD
FA	QM
EN	TC
SC	AMSC
MI	AVLS
AD	OMMCS
MP	ALMC
CM	SSC
AV	FIN
JFKSWC	AG

HQDA
DAMO-FDQ

MAJOR CMDS
AMC
INSCOM
MEDCOM
AMEDDC&S
USASOC

OTHER
AWC **J7**
JWFC

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DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

DOCTRINE AREA ASSESSMENT

"...a body of thought on how to fight achieved through consensus...."
General William W. Hartzog

Function ..... Doctrine - - Lead Intellectual Growth

Objective ..... Produce quality doctrine that's understood,accepted, and embedded throughout the Army

Products ..... **FMs, JPs,** articles, symposia, field support, contact with other Armies

Processes ..... Current / future regs / actual process
Research, write, coordinate, implement, evaluate
(disseminate, integrate)

Resources ..... Qualified people
Dollars
Automation

Who is assigned this function?
Who does this function?
How does this compare to RM data?

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DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

WHAT IS DOCTRINE

Doctrine = Fundamental Principles + Tactics, Techniques, and Procedures

Fundamental Principles

"...body of thought on how we fight...."
General William W. Hartzog

Fundamental principles by which military forces guide their actions in support of national objectives. Doctrine is authoritative but requires judgement in application.

JOINT PUB 1-02

PLUS

Tactics, Techniques, and Procedures (TTP)

Not a substitute for an OPORD

Tactics - Employment of units in combat

Techniques - General and detailed methods used by troops and/or commanders to perform assigned missions and functions

Procedures - Standard and detailed courses of action that describe how to perform a task

TRADOC PAM 25-34

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BASIS

Policy, law, directive, custom etc. to define requirements/work of Army Doctrine:

- United States Code - 1
- DoD Directive/Instruction - 1
- Joint Publication - 2
- Army Regulation - 2
- Army Pamphlet - 1
- TRADOC Regulation - 4
- TRADOC Pamphlet - 2
- Memorandums of Understanding - 3

DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

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DOCTRINE

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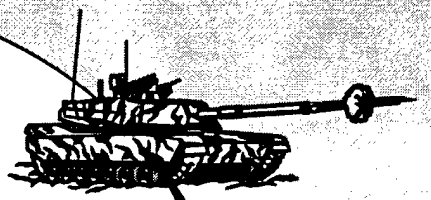
KEY DRIVERS AND ENABLERS

KEY DRIVERS

- Field Input
- Joint Requirements
- Multinational Requirements
- National Security Strategy
- National Military Strategy
- Army White Papers
- Application of Technology
- CG's Vision

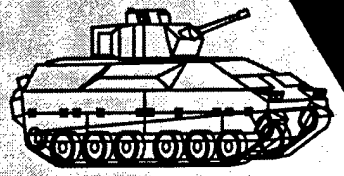


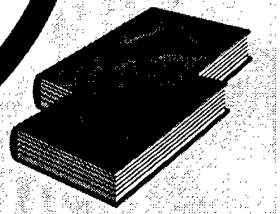
PRODUCTS FOR TOTAL FORCE

Information Age

KEY ENABLERS

- Manpower Staffing Standards
- Digital Library
- Doctrinal Regulations
- CTC / Centers / Schools
- Battle Labs
- Traditional Branch Orientations
- Multinational Force Compatibility
- Decentralized Doctrine Development





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DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

PRODUCTS AND CUSTOMERS

EMBEDDING A COMMON VISION ON HOW TO FIGHT

Products

- Future Vision (TP 525-5)
- Army Field Manuals (over 550)
- Joint Publications (23)
- Ad Hoc Tactics, Techniques, & Procedures
- Articles for periodicals, magazines
- Support to ARFOR
- White Papers
- Liaison with Foreign Mil Sch
- Train Observer/Controllers
- Symposia
- Special Report
- Conferences
- Briefings
- Curriculum Review

Customers

- Soldiers/Units
- Combat / Training / Force Developers
- Army & Joint Schools/Centers/CTCs/Commands
- ARSTAF/Secretariat
- CINCs/Joint Staff/Other Services/Foreign Military
- Congress/Other Governmental Agencies
- Public

FORCE XXI
DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

DOCTRINE DEVELOPERS IN THE ARMY

a closer look....

TRADOC
217 Personnel

21%of Doctrine Developers Outside TRADOC

HQDA
3 Personnel

USANCA
2 Personnel

AWC
2 Personnel

PAPA
1 Person

MEDCOM
18 Personnel

JFKSWC
33 Personnel

Total 276

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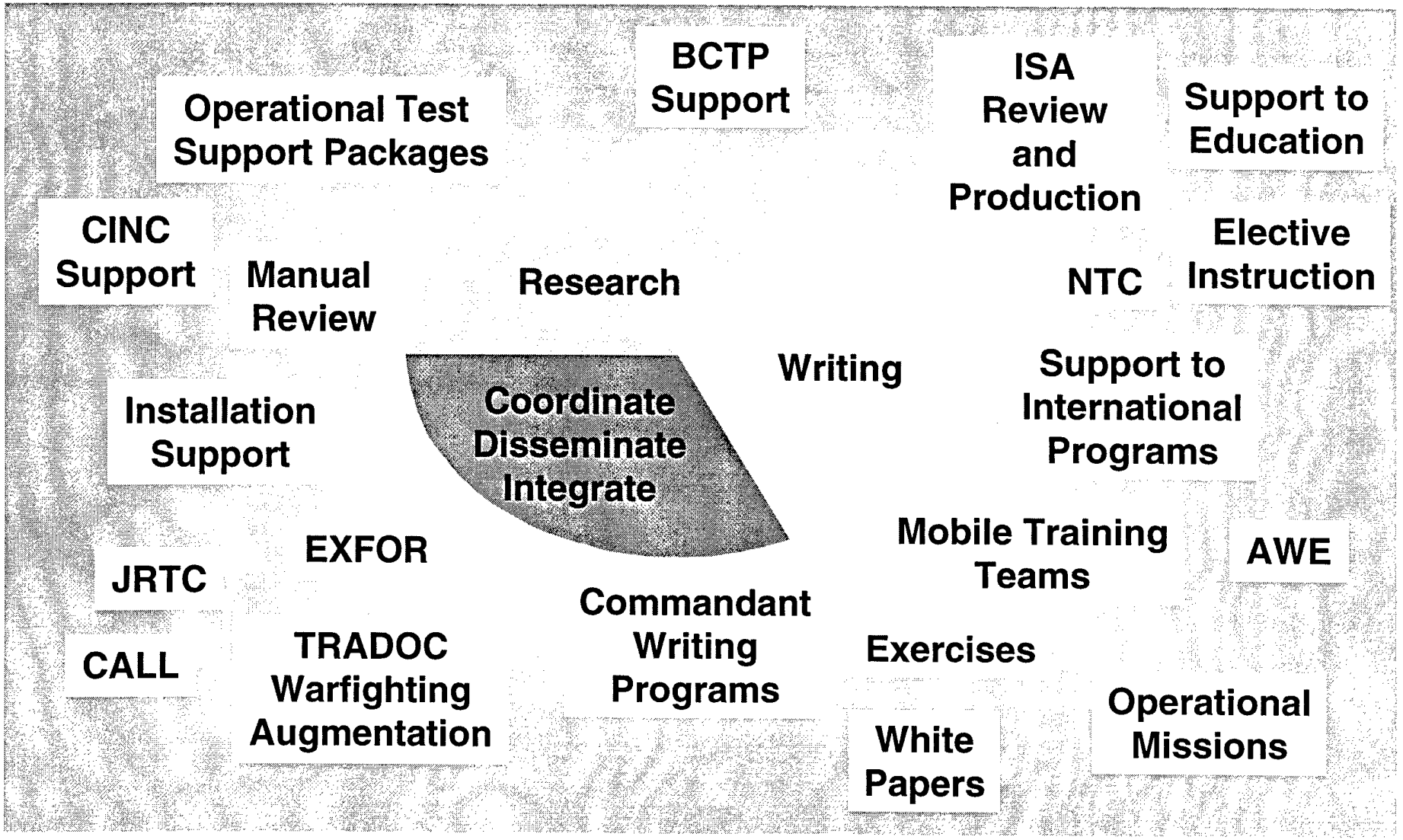
DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

Doctrine Developer Duties....more than just writing



FORCE XXI

DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

SKILLS

HIGH PAYOFF SKILLS FOR DOCTRINE WRITERS CIVILIAN EDUCATION COURSES

- English
- History
- Philosophy and Logic
- Management
- Military Science
- Behavioral Science

SKILL AREAS

- General Intellectual Skills (analysis, critical thinking)
- Project and Time Management
- Library and Bibliographic Research
- Historical Analysis
- Computer Skills (word processing)
- Technical Writing
- Team Writing

IMPORTANT ATTRIBUTES

- Field Experience
- Interest in Doctrine Writing
- Advanced Military Education
- Research Skills

TRADOC Pam 25-34

"...one level of relevant experience above the level being written."

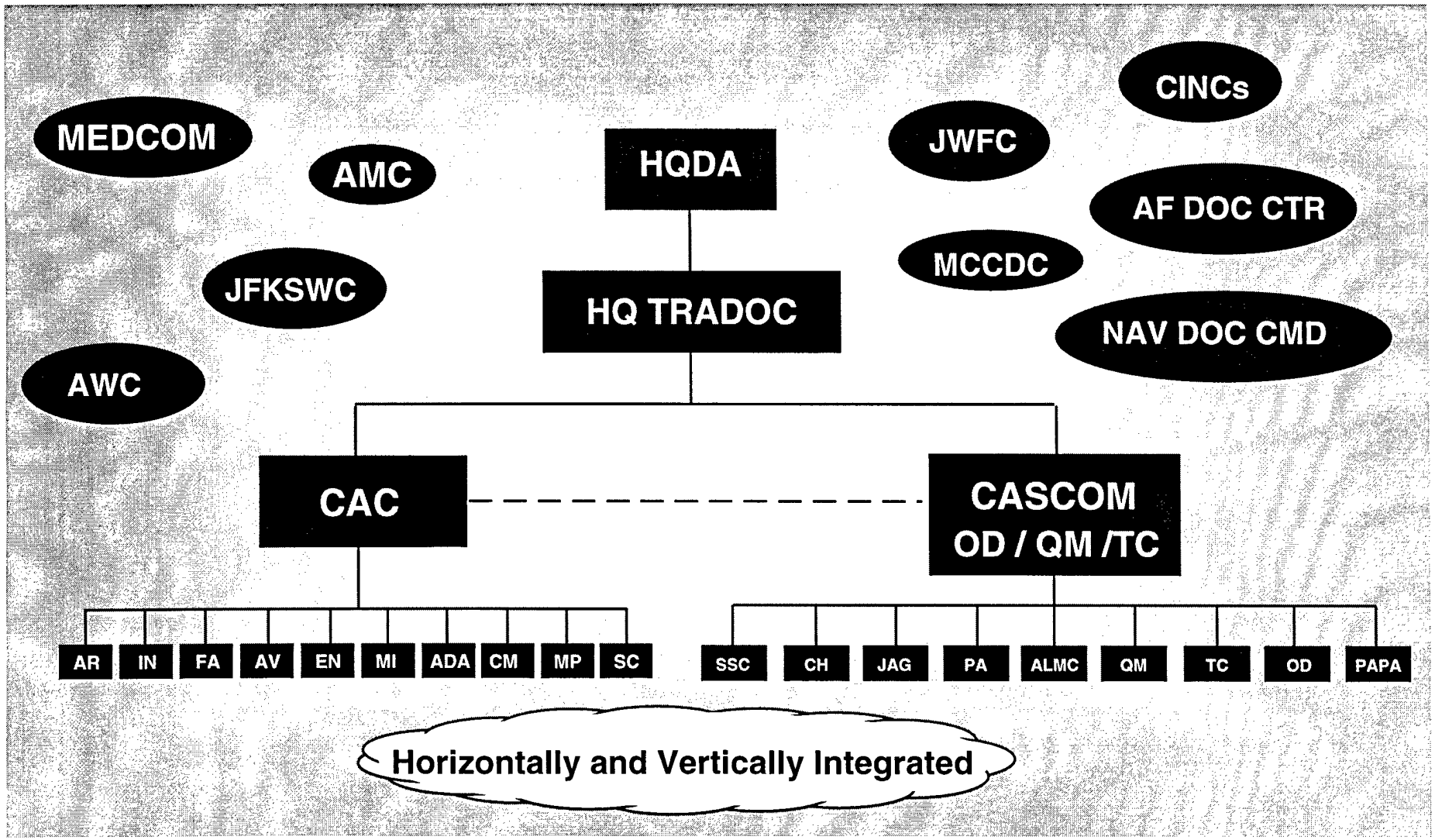
TRADOC Reg 25-31

FORCE XXI

DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

DOCTRINE APPROVAL LINKAGES



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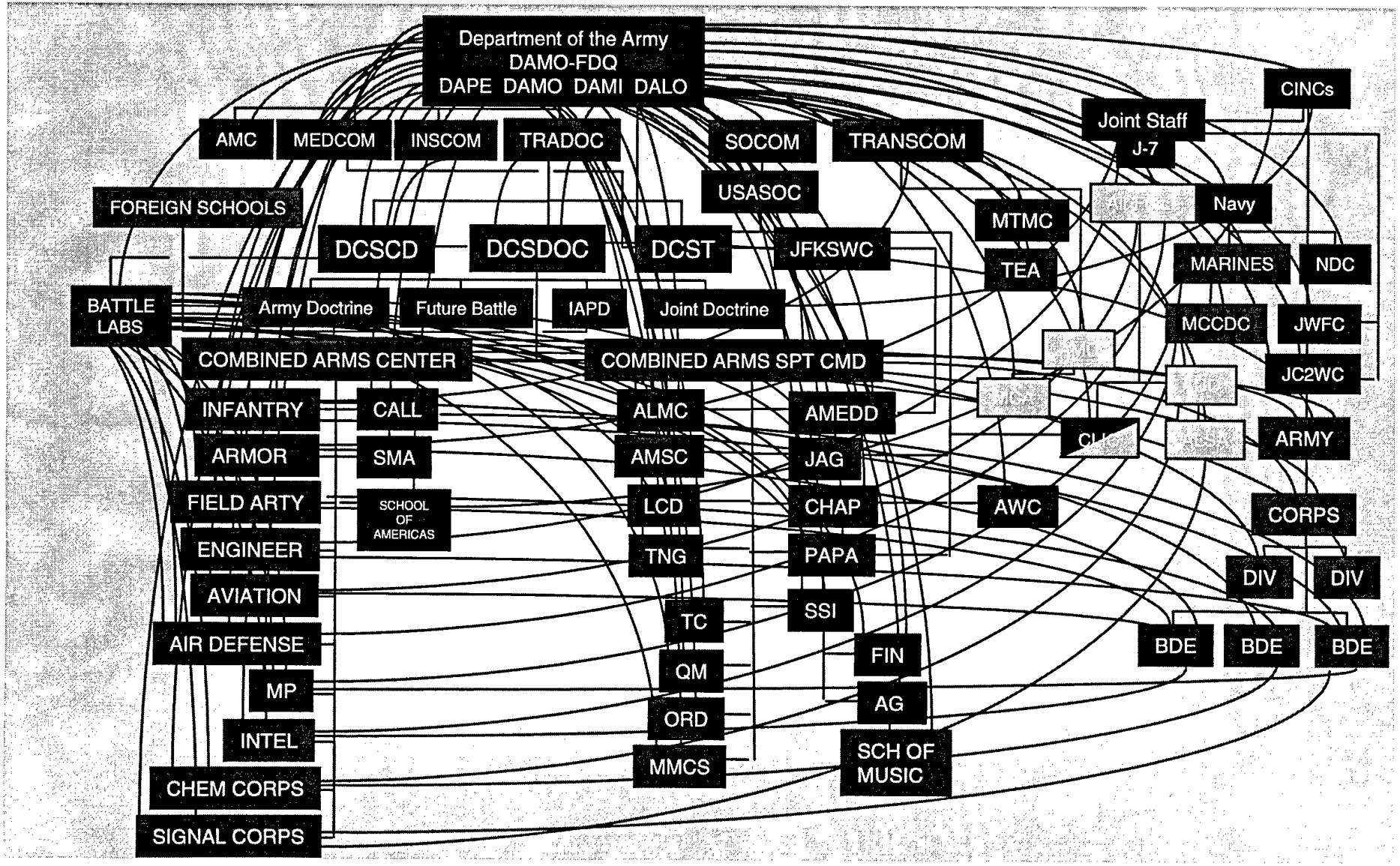
NETWORK



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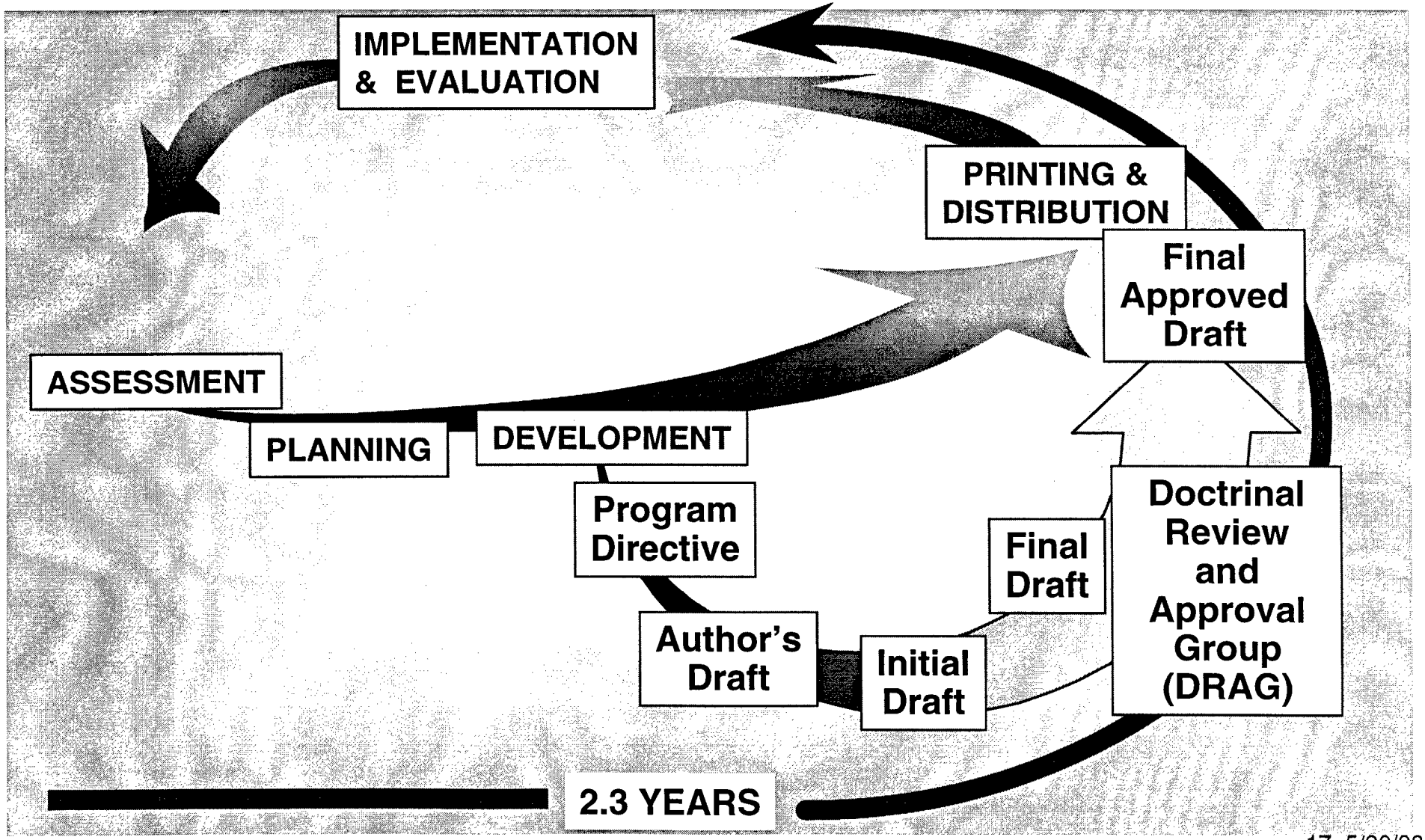
BASE CASE PROCESS



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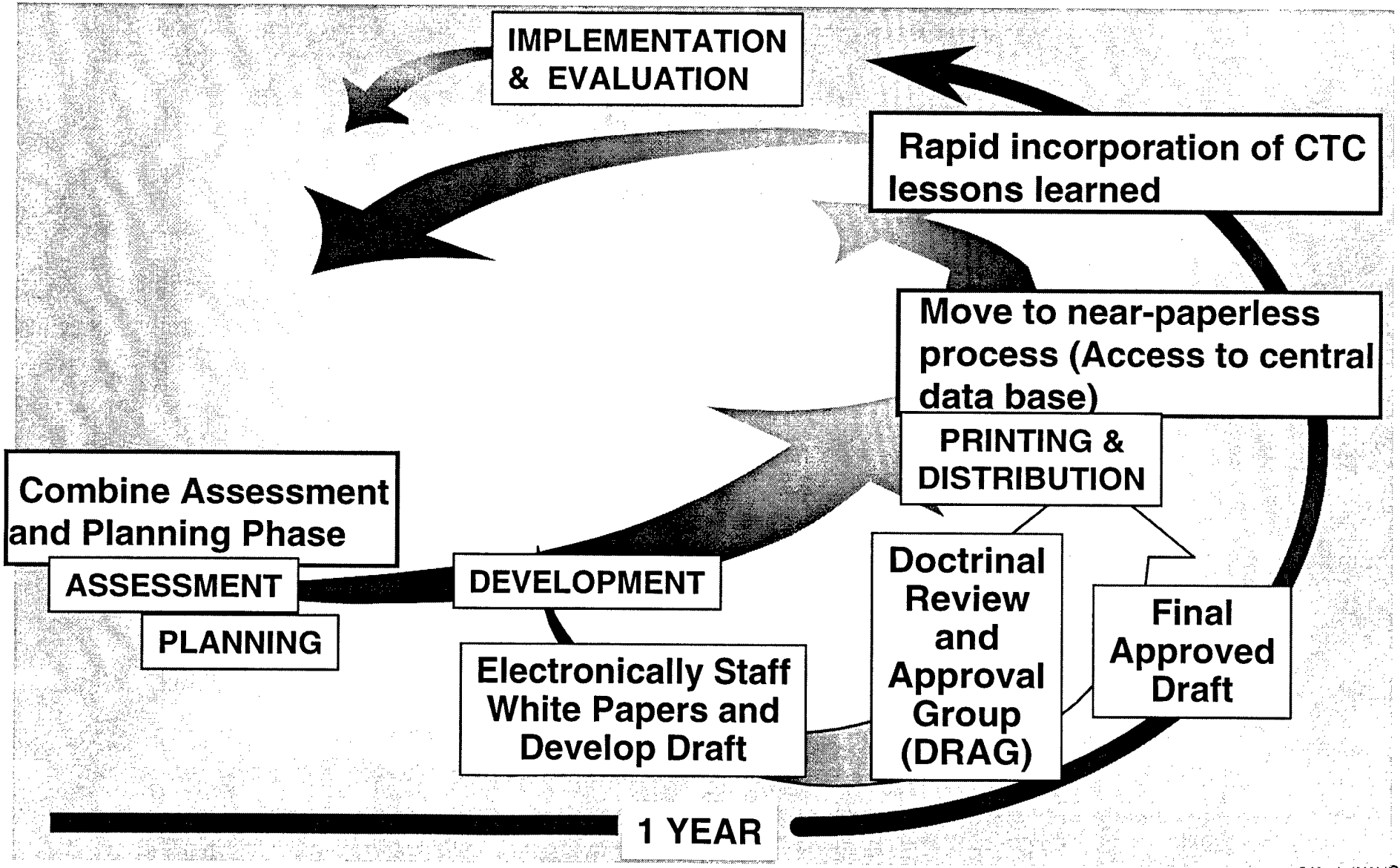
DOCTRINE MANAGEMENT DISCIPLINE



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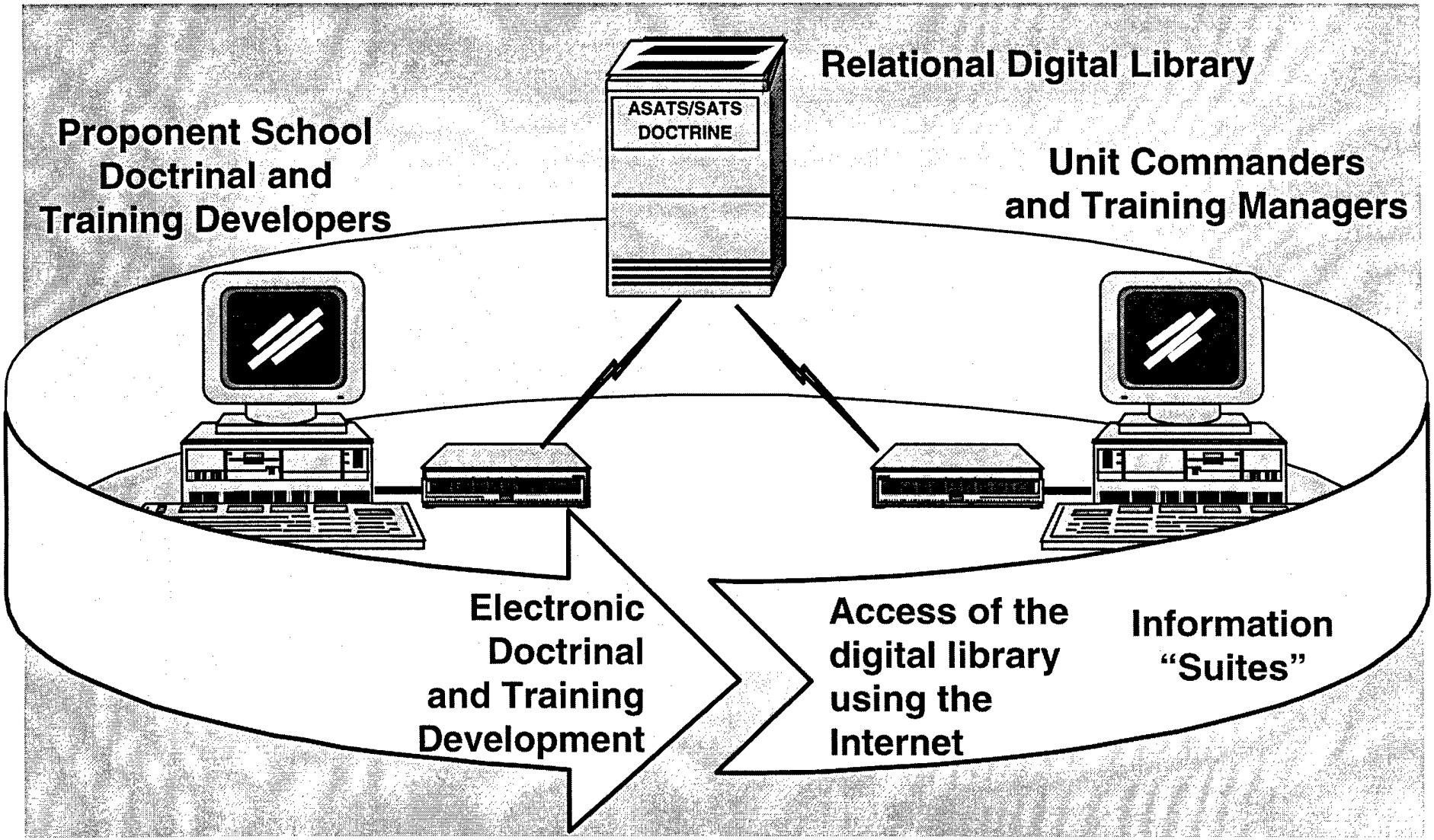
THE CONCEPT



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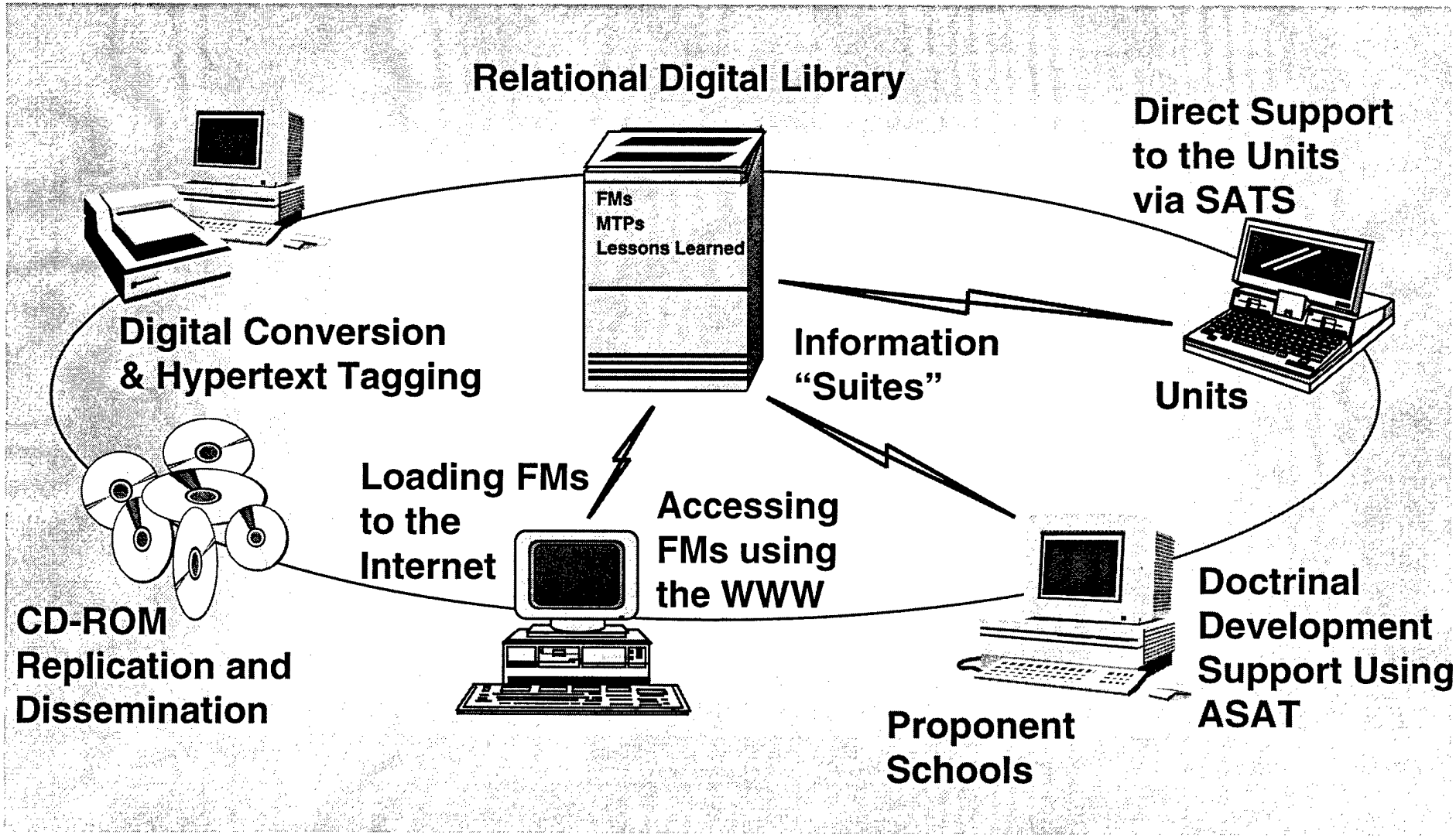
TRANSITION FROM HARDCOPY TO DIGITAL



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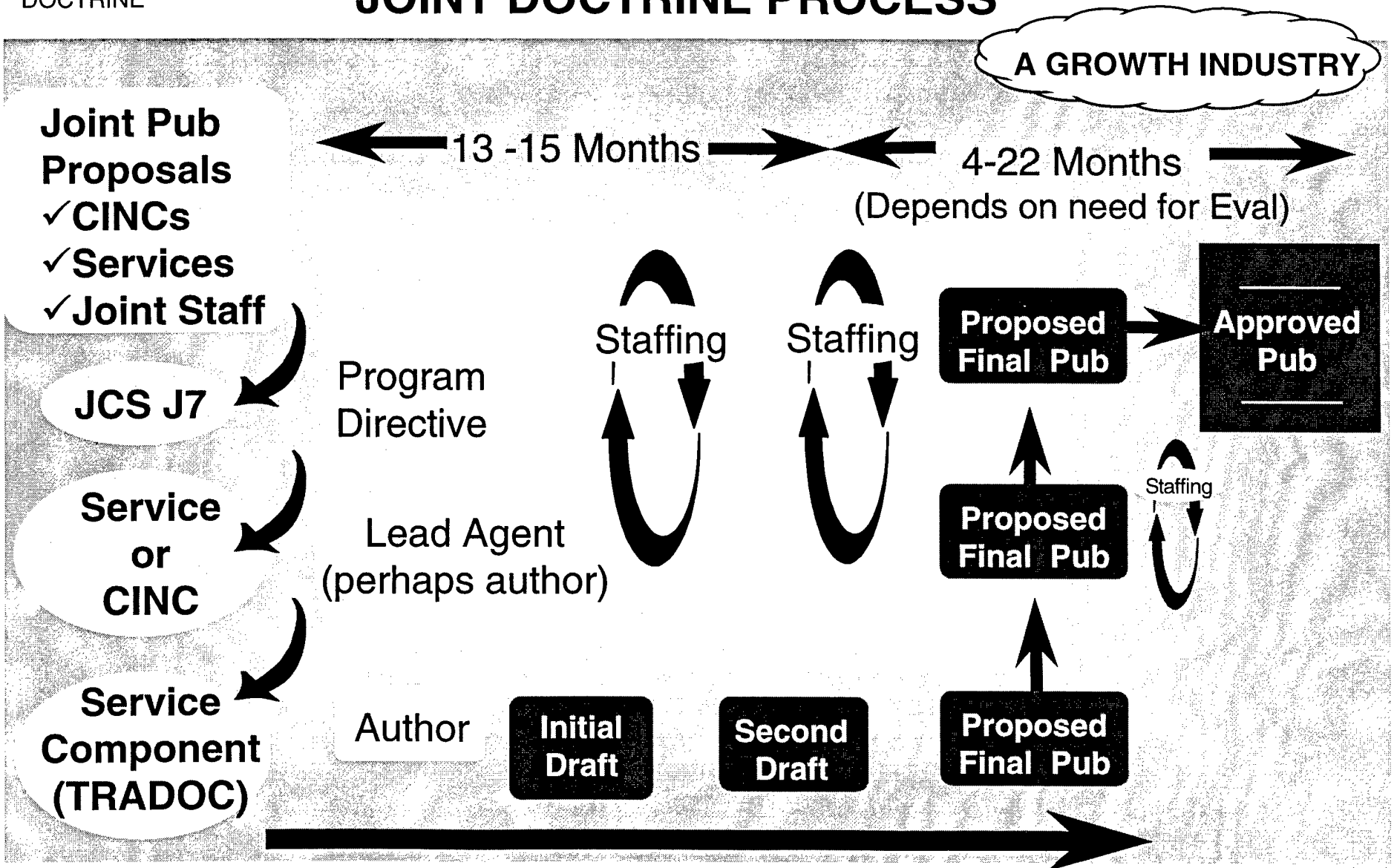
JOINT DOCTRINE PROCESS



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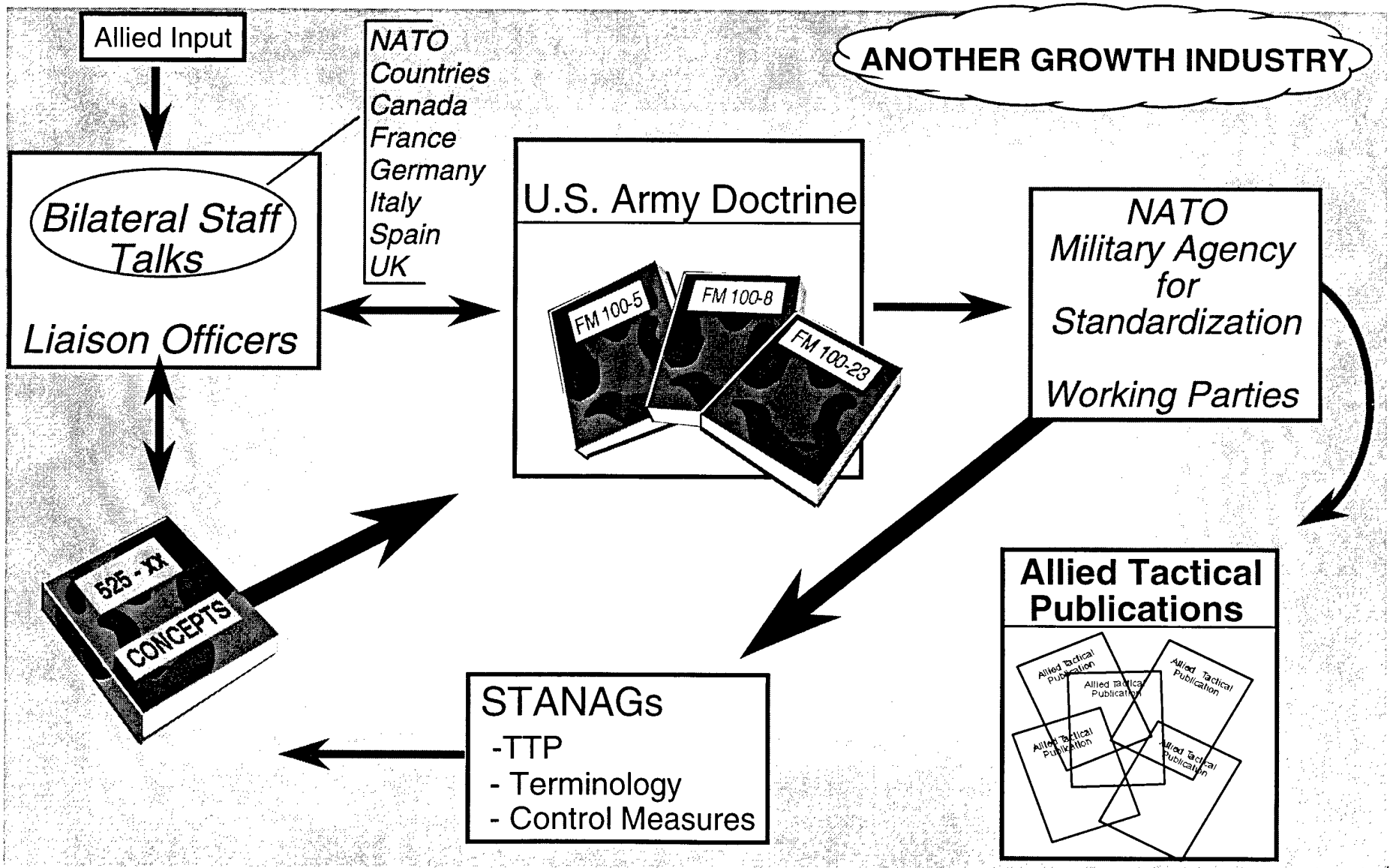
DOCTRINE WITH NATO



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DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

ARMY RESOURCES

NON-TRADOC	CIV	MIL	TOT	FMs/JPs	MYs*	DOLLARS IN MILLIONS
HQDA	1	2	3	1	3	.2
AWC	2	0	2	3	5	.3
MEDCOM	14	4	18	30	16	.7
JFKSWC	16	17	33	24	15	.8
USANCA	1	1	2	2	2	.2
PAPA	0	1	1	2	1	.05
SUBTOTAL	34	25	59	62	42	2.3
TRADOC	84	133	217	640	400	22.7
GRAND TOTAL	118	158	276	702	442	25.0

* Man Years of effort for a 12 month period.

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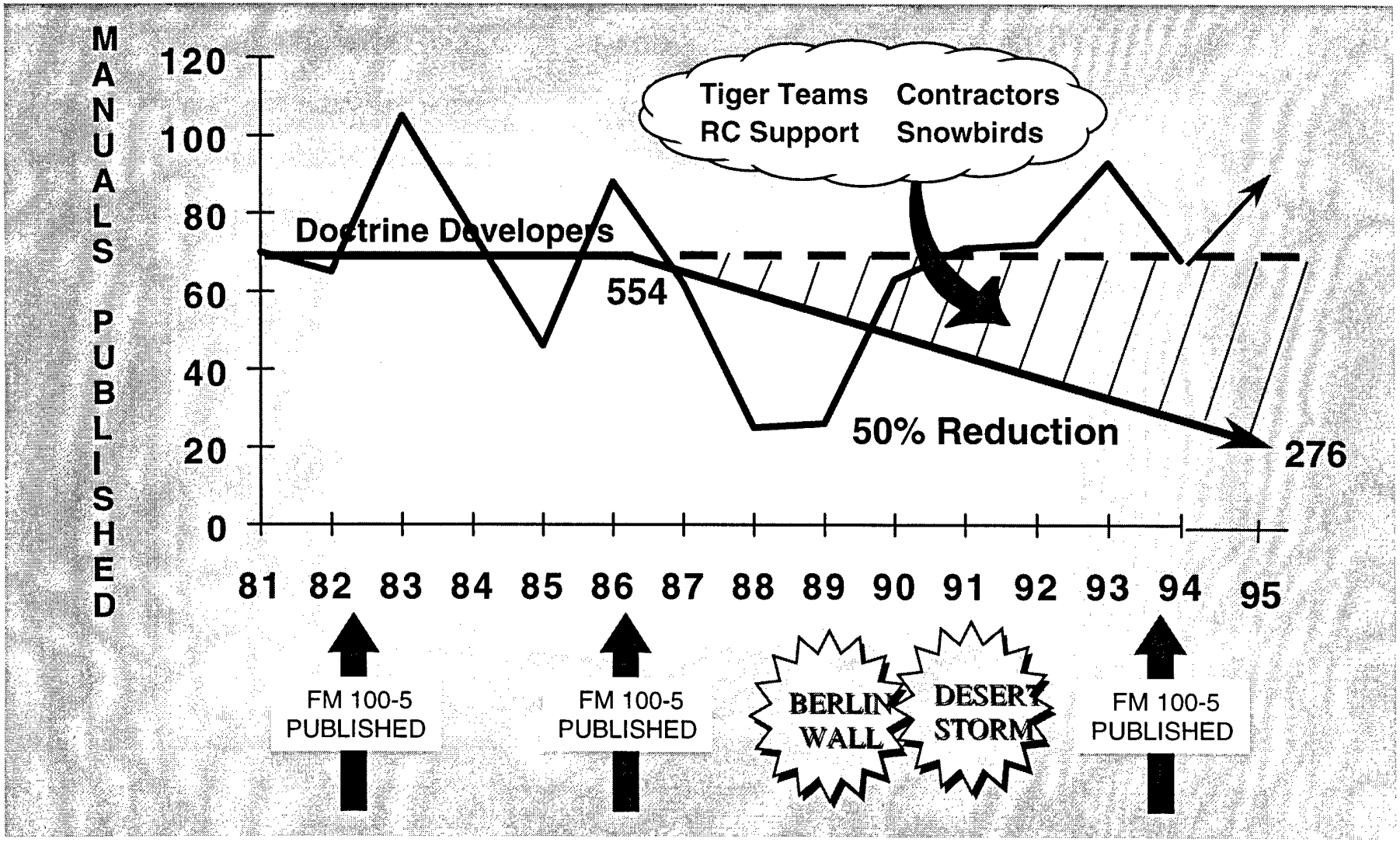
LOSS OF DOCTRINE DEVELOPERS OVER TIME



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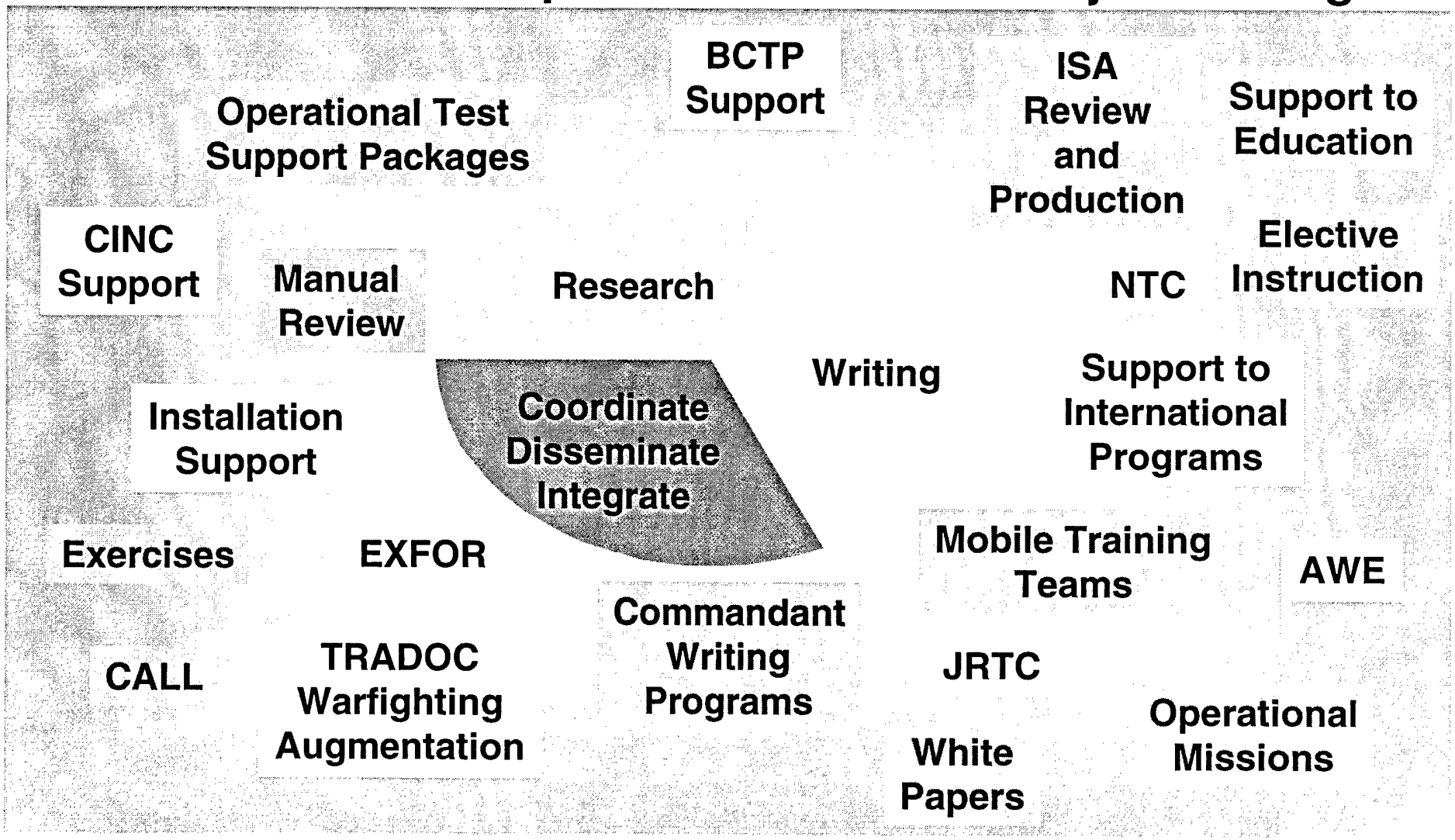
Doctrine Developer Duties....more than just writing



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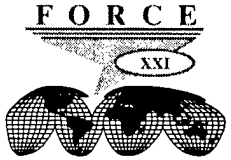
BASE CASE ASSESSMENT

- Personnel --- Need quality not quantity.
- Doctrine production steady since 1987 --- approx. 70 FMs annually.
- Doctrine development is more than writing.
- Doctrine developers need to be collocated or have direct link with Commandants/Schools.
- Transition to digital doctrine is hard but inevitable (its more than CD-ROM).



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TDA / INSTITUTIONAL ARMY REDESIGN

ALTERNATIVES

ALTERNATIVE 1-- TRADOC XXI

ALTERNATIVE 2-- TOTAL REVISION

ALTERNATIVE 3-- SIGNIFICANTLY DIFFERENT

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DOCTRINE

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KEY ASSUMPTIONS

- **Follow CG's Strategic Plan 95**
- **DCSDOC:**
  - Initiates actions to digitize doctrine
  - Initiates effort to digitize doctrine development
  - Manages/integrates ADTLP
  - Continues movement toward WWW linkage
  - Maintains doctrine approval linkages
  - Continues Joint doctrine development
- **Contractor support available**
- **A complete digitized doctrinal library is a reality**

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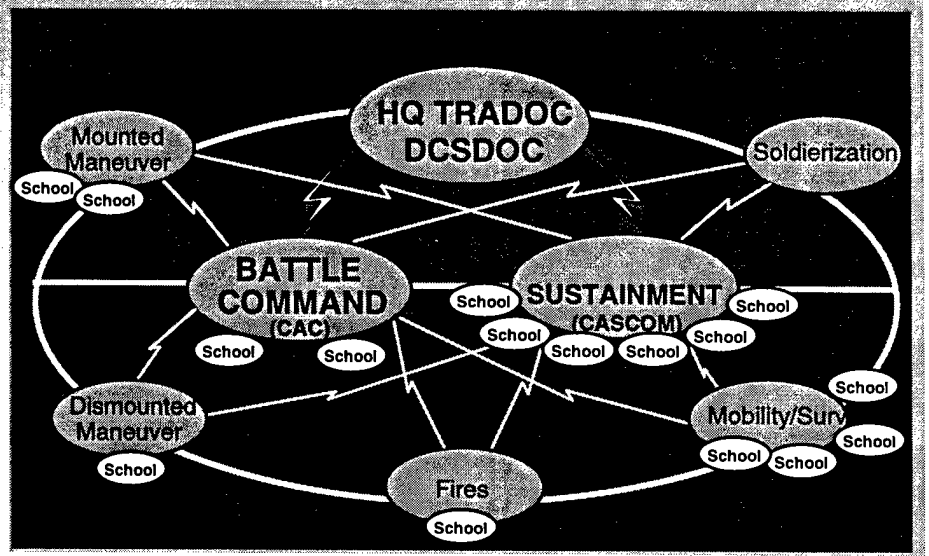
ALTERNATIVE 1
TRADOC XXI

DESCRIPTION
- **Selected Operational doctrine migrates**
- **DCSDOC manages/integrates**
- **Joint Doctrine Directorate remains**
- **Schools retain doctrine developers**



ADVANTAGES
- Central management / decentralized execution
- Keeps doctrine developers at source
- Minimal turbulence

DISADVANTAGES
- Resource savings minimal

KEY ENABLERS:
- **Authoritative ADTLP management tool established**
- **Upgrade hardware and software**
- **Qualified personnel**

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DOCTRINE

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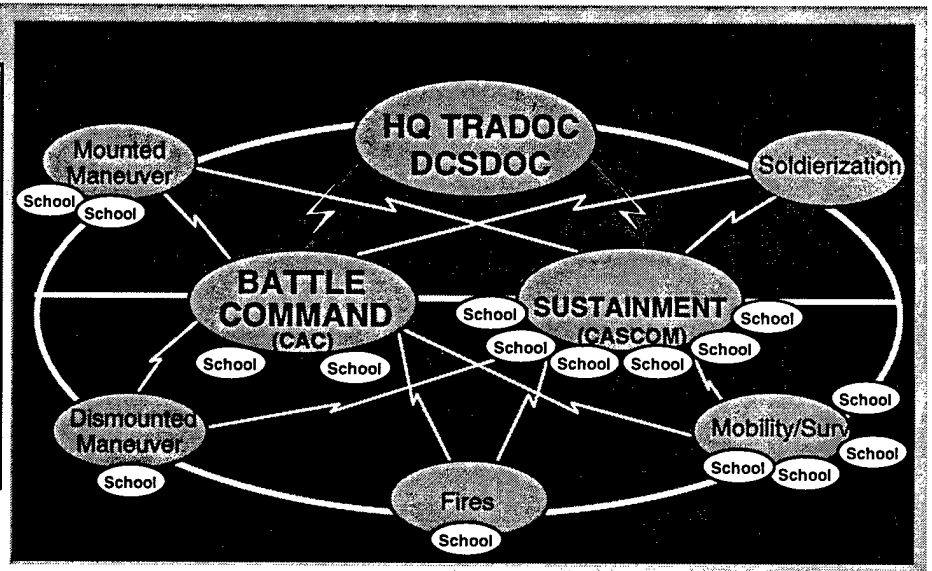
ALTERNATIVE 1--TRADOC XXI RESOURCES

COST TO IMPLEMENT

- Hardware/Software Upgrade
  - •$250k Est PC upgrades for doctrine developers
  - • Communication Capability



SAVINGS

- Seeking savings and cost avoidance that will be used to offset POM programmed reductions and generating resources for recapitalization.

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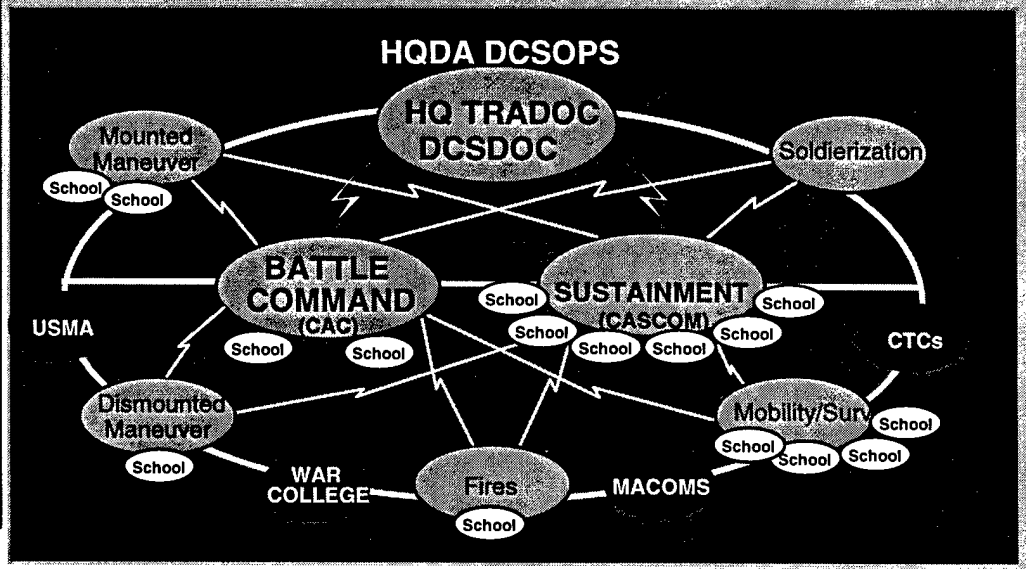
DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

ALTERNATIVE 2
TOTAL REVISION

DESCRIPTION

- Same as for Alternative 1
- DCSDOC:
  - assumes DAMO-FD doctrine role
  - assumes functional oversight of MACOM doctrine development
- War College and USMA develop selected doctrine
- Strong links developed with CTCs



ADVANTAGES

- One doctrine chief
- Provides oversight for production of all Army Doctrine
- Strengthens integration
- Non-TRADOC SMEs develop Doctrine

DISADVANTAGES

- Difficult to implement: Directive authority without ownership may not be viable

KEY ENABLERS :

- Same as for Alternative 1
- Tasking authority mandatory
- Approved MOUs in place with MACOMs
- Qualified personnel

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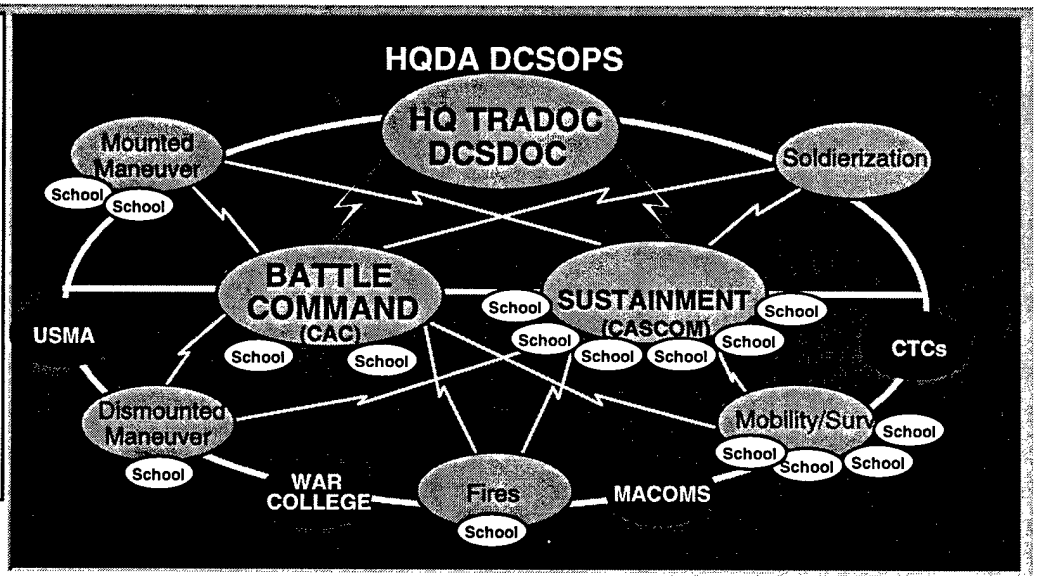
DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

ALTERNATIVE 2 -- TOTAL REVISION RESOURCES

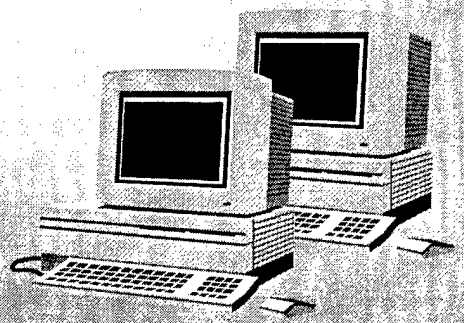
COST TO IMPLEMENT

- Hardware/Software Upgrade
  - $250k Est PC upgrades for doctrine developers
  - Communication Capability
- Travel
- Internal Realignment



SAVINGS

- Seeking savings and cost avoidance that will be used to offset POM programmed reductions and generating resources for recapitalization.



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DOCTRINE

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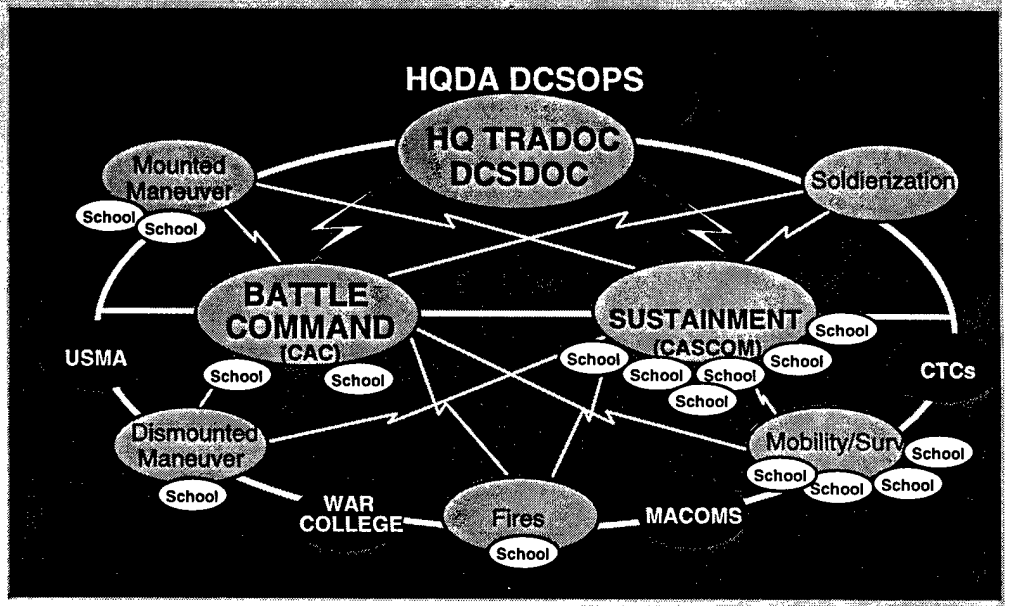
ALTERNATIVE 3
SIGNIFICANTLY DIFFERENT

DESCRIPTION
- **Same as ALT 2**
- **Consolidate doctrine developers at the centers**

ADVANTAGES
- Management simplified
- Shared resources
- Facilitates integration

DISADVANTAGES
- Commandants may lose some influence over doctrine development
- Separates doctrine from CD/Tng development
- Commandants may be inclined to form doctrine "cells" at schools



KEY ENABLERS:
- **Same as ALT 2**

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DOCTRINE

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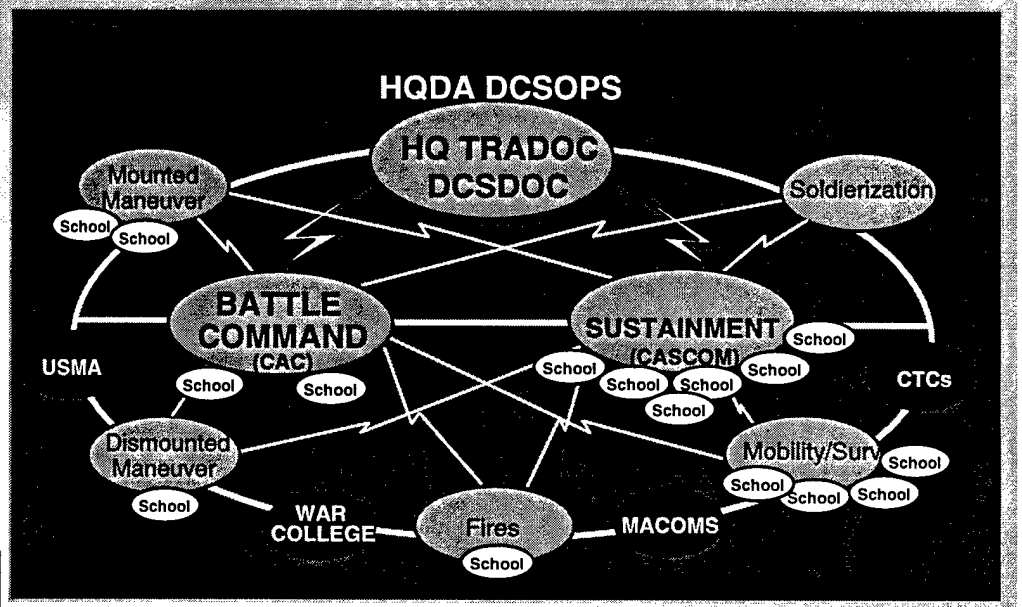
ALTERNATIVE 3 -- SIGNIFICANTLY DIFFERENT RESOURCES

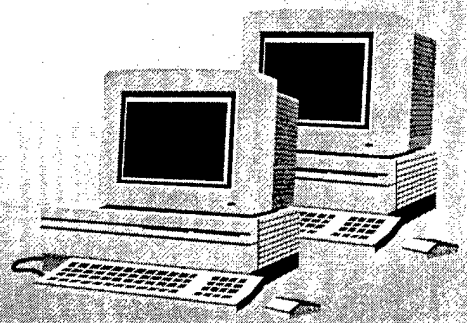
COST TO IMPLEMENT

- Technology linkages as for ALTs 1 & 2



SAVINGS

- Seeking savings and cost avoidance that will be used to offset POM programmed reductions and generating resources for recapitalization.



TDA / INSTITUTIONAL ARMY REDESIGN

RECOMMENDED COURSE OF ACTION

ALTERNATIVE 2 -- TOTAL REVISION

ADVANTAGES

- ONE DOCTRINE CHIEF
- SYNERGISM OF SCHOOLS, TNG CTRS, KEY LEADERS, CTCs, USMA, AWC, MACOMs' INVOLVEMENT

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TDA / INSTITUTIONAL ARMY REDESIGN

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TDA / INSTITUTIONAL ARMY REDESIGN

ISSUE

ISSUE: DOCTRINE FOR THE TDA/INSTITUTIONAL ARMY

- **Background**
  - Assigned to TRADOC by Umbrella Group
  - Linkage between TDA and Operating Force
- **Alternatives**
  - Separate TDA doctrine
  - Army doctrine
    - » **Embedded doctrine**
    - » **Separate doctrine (FM 100-22, FM 63-11)**
    - » **Incorporate into Chap 4, TRADOC PAM 525-5**
- **Recommendation**
  - Army doctrine

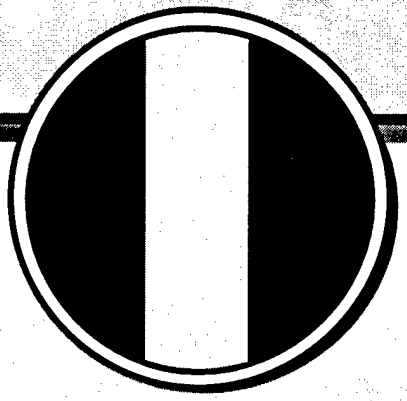
Already Embedded

FM 100-7, FM 100-16, FM 100-23

TDA / Institutional Army Redesign

DOCTRINE

FUNCTIONAL AREA ASSESSMENT



DOCTRINE FAA UPDATE FOR LTG MILLER

15 November 1995

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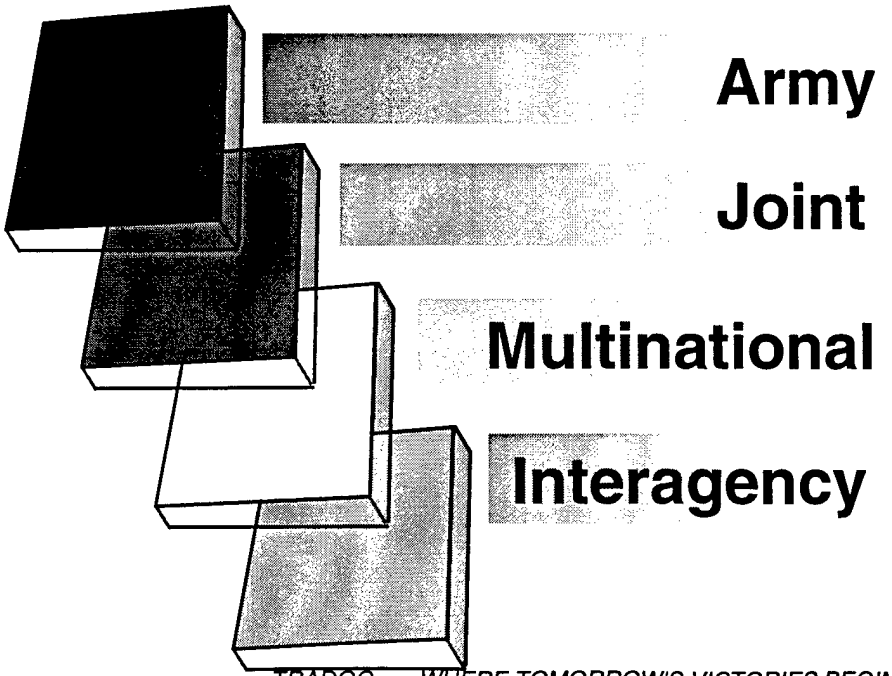
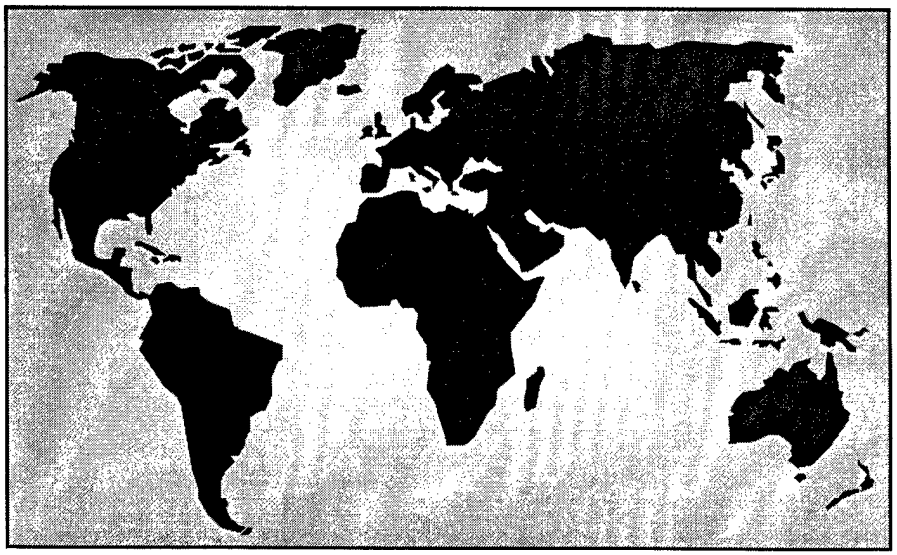
DOCTRINE

TDA / INSTITUTIONAL ARMY REDESIGN

CORE COMPETENCIES

- **Develop Doctrine and Future Warfighting Vision**
- **Disseminate and Integrate Doctrine**
- **Support Warfighting CINCs and International Army Programs**





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WORK IN PROGRESS

- Complete implication / impact of digitizing doctrine development process
- Addressing use of recent retirees in a writing pool
- Who's doing concepts in Schools
- Cost--Benefit of expanded contractor support
- Number of personnel required to develop doctrine
- Identify AOSF/SAMS -- Potential doctrine developers
- DCSRM Manpower Survey

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TDA / INSTITUTIONAL ARMY REDESIGN

CHRONOLOGY OF EVENTS

WHERE WE HAVE BEEN.....

✓ 16 Feb	Doctrine Integration Working Grp
	Army Matrix Team Conf
✓ 21 Mar	Army Matrix Team VTC
✓ 30 Mar	Reengineering Laydown to CG
✓ 10 Apr	Reengineering Laydown to VCSA
✓ 10 Apr	Army Matrix Team VTC
✓ 25 Apr	TRADOC GOSC (Base Case Laydown)
✓ 2-3 May	TRADOC Matrix Team Meeting
✓ 25 May	Army Matrix Team VTC
✓ 31 May-1Jun	TRADOC Matrix Team Meeting
✓ 8 Jun	TRADOC GOSC
✓ 6 Jul	VTC w/Cmdts (CIG-sponsored, 06-level)
✓ 9 Aug	IPR to DASA (FMMR)
✓ 10 Aug	IPR/GOSC w/LTG Miller
✓ 23 Aug	FAA briefings to Cmdts
✓ 24-25 Aug	TRADOC Matrix Team Meeting
✓25 Sep	Army Matrix Team VTC
✓6 Oct	Brief to DCG, TRADOC

....AND A LOOK AHEAD

12 Oct	Brief to CG
24 Oct	Brief to CG
15 Nov	Final brief to CG
1 Dec	Brief to VCSA

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TDA / INSTITUTIONAL ARMY REDESIGN

TRADOC RESOURCES

SCHOOL	CIV	MIL	TOT	FMs/JPs	MYs*	$ IN MILLIONS
ADA	15	7	22	33	24	1.3
AG	1	2	3	4	3	.2
AR	1	10	11	23	40	2.0
AV	6	19	25	42	21	1.1
CH	0	1	1	1	3	.2
CM	1	3	4	29	6	.3
EN	7	5	12	87	15	.8
FA	5	2	7	21	37	2.0
FI	1	2	3	3	3	.2
IN	7	9	16	56	23	1.3
JAG	0	3	3	5	1	.03
MI	12	2	14	44	18	.9
MP	1	5	6	12	4	.2
SC	1	9	10	45	20	.9
DCSDOC	3	20	23	13	103	7.1
CAC	14	26	40	57	45	2.4
CASCOM **	9	8	17	165	34	1.9
TOTAL	84	133	217	640	400	22.7

*Man Years of effort for a 12 month period.

** Includes HQs, OD, QM, and TC

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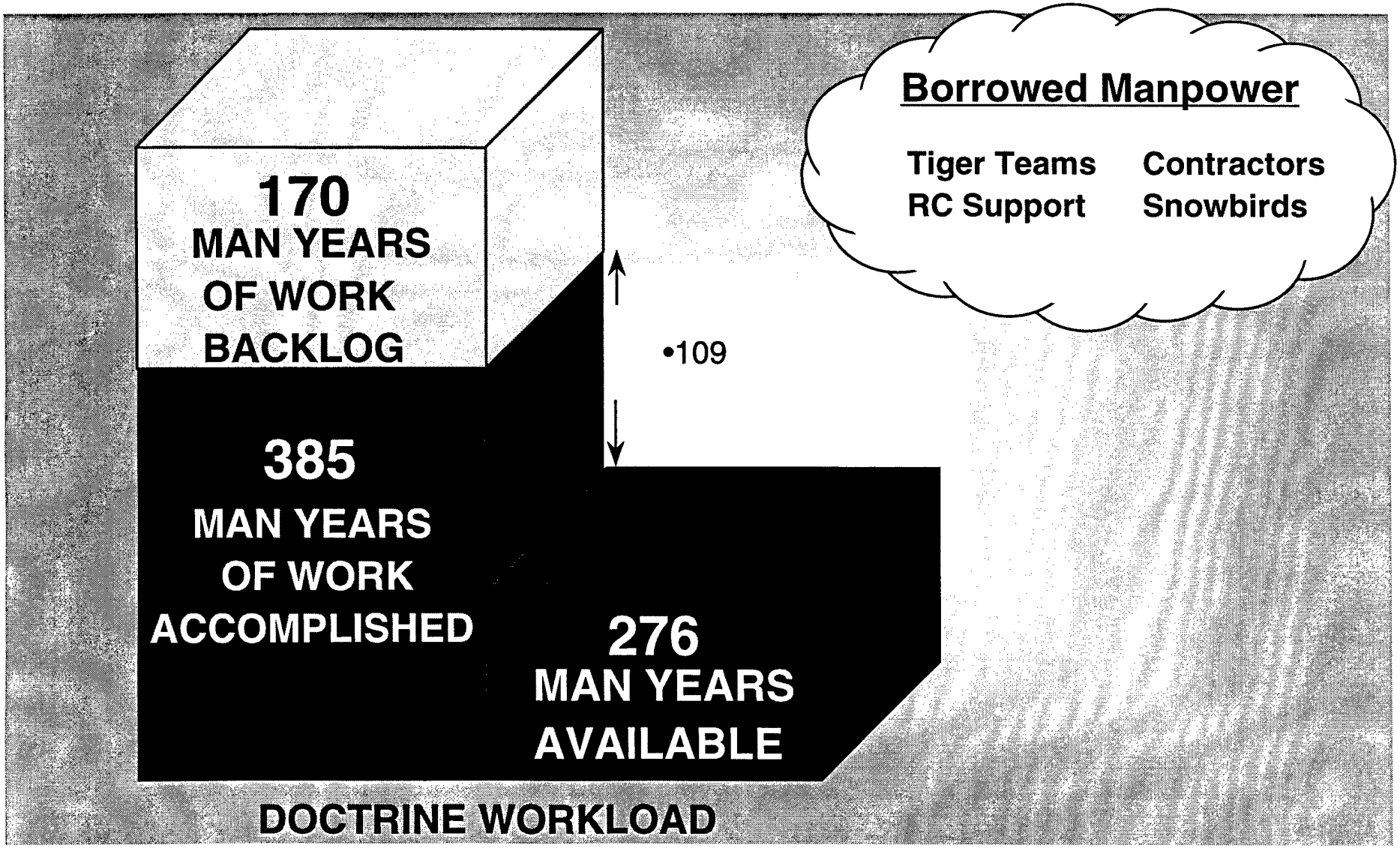
MEETING THE DEMAND



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EXAMPLE DOCTRINE DEVELOPMENT INVENTORY

Infantry School

FM 71-2 Tank and Infantry Mechanized Bn TF

56 MANUALS
16 PERSONNEL

Aviation School

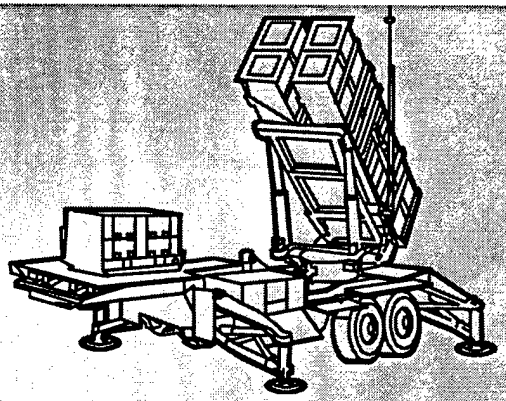
FM 1-111 Aviation Brigades

42 MANUALS
25 PERSONNEL

Signal School

FM 24-1 Signal Support to Army Operations

45 MANUALS
10 PERSONNEL



ADA School

FM 44-71 ADA Brigade

33 MANUALS
22 PERSONNEL

Engineer School

FM 5-100 Engineer Combat Operations

87 MANUALS
12 PERSONNEL

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PUBLICATIONS

	•CAT 1	CAT 2	CAT 3	CAT 4	CAT 5	TOTAL
ADA	9	3	2	8	11	33
AG	0	1	0	3	0	4
AR	5	4	8	4	2	23
AV	10	1	1	29	1	42
CH	1	0	0	0	0	1
CM	5	9	0	12	3	29
EN	18	18	32	11	8	87
FA	11	0	0	10	0	21
FI	2	1	0	0	0	3
IN	10	16	0	27	0	56
JAG	1	0	0	4	0	5
MI	6	25	4	9	0	44
MP	1	5	1	0	5	12
SC	4	5	14	7	15	45
DCSDOC	13	0	0	0	0	13
CAC	33	3	3	3	15	57
CASCOM	37	9	29	66	24	165
TOTAL	166	100	94	196	84	640

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TDA / INSTITUTIONAL ARMY REDESIGN

IMPACT OF NOT IMPLEMENTING ALT 2

- Lose new avenue for doctrinal expertise
- Does not maximize centralized mgt to facilitate decentralized execution

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DOCTRINE

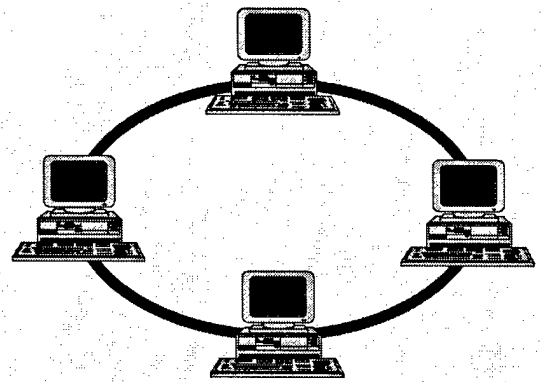
TDA / INSTITUTIONAL ARMY REDESIGN

KEY ENABLING INVESTMENTS (Resourcing Developers/Users)

LAN Ready Sites

Minimum Requirements

- 486 Processor x (# of workstations)
- Gateway Hardware/Software with WWW access
- Comm line - 56 kb line (min capability)
- DSU/CSU modem
- Router/Bridge
- SMTP Gateway & software
- Monthly service charge

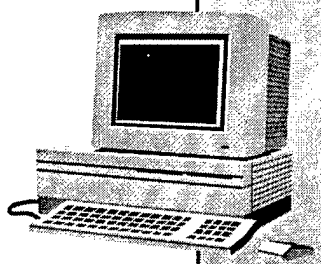


Stand Alone Workstations

Minimum Requirements

- 486 Processor x (# of workstations)
- Gateway Software
- Modem
- Telephone line*

* Incurs monthly service charge



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TDA / INSTITUTIONAL ARMY REDESIGN

PUBLICATIONS PRODUCED BY TRADOC
Prioritization of Doctrine - March 95

	•CAT 1	CAT 2	CAT 3	CAT 4	CAT 5
FM	158	109	56	157	71
JP	10			13	
TOTAL	168	109	56	170	71

CATEGORY 1: MANUAL NEEDS REVISION - CURRENTLY BEING REWRITTEN
CATEGORY 2: MANUAL NEEDS REVISION - RESOURCES NOT AVAILABLE
CATEGORY 3: MANUAL NEEDS TO BE REVIEWED AND ASSESSED
CATEGORY 4: MANUAL IS CURRENT AND DOES NOT NEED REVISION
CATEGORY 5: MANUAL NEEDS TO BE DELETED OR TRANSFERRED

REDESIGN OF THE INSTITUTIONAL ARMY

Information Briefing

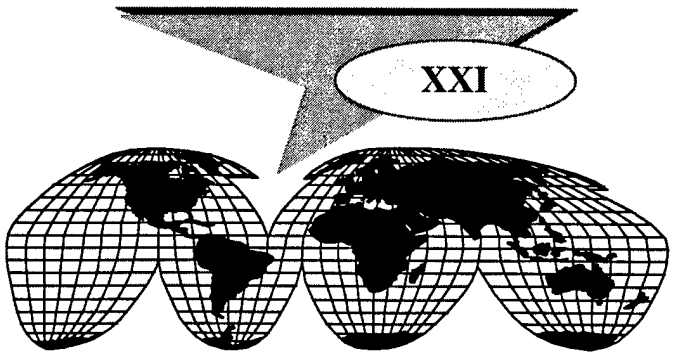
VCSA

November 29, 1995

FORCE XXI

This is an Information Briefing for the VCSA to set the stage for the Organize, Doctrine, Training and Leader Development FAA to be conducted by TRADOC on 1 December 1995

F O R C E



Doctrine FAA

"Develop Doctrine" Process

What's wrong with the current Process ?

Customer

- Products not clearly defined
- Process not "holistic" TOE - TDA
- Process too slow
  - -Publication time
  - -Acceptance/Adoption time

Process Owner

- Too many "process owners"
- Too many "hand-offs"
- Resources not tied to product nor process

Develop Doctrine

Doctrine Products

- Future Vision
- Army Field Manuals
- Joint Publications
- Ad Hoc TTP
- Articles for periodicals, magazines
- Training Support Packages
- Support to ARFOR
- Concepts
- Liaison w/ Foreign Mil Schools
- Train Observer/Controllers
- Symposia
- Mission Training Plans
- Special Report
- Conferences
- Briefings
- Curricular Review

??? Products

- ARTEPs
- Training Circulars
- Field Circulars
- Soldiers Manuals
- Other than "Ad Hoc" TTP

- DA PAMs
- Regulations
- O&O Plans

- FM 100-3 (draft)
- FM 100-7 (draft)
- FM 100-11

- TC 525-5
- DA PAM 100-XX

Develop Doctrine

FMs currently staffed with ARSTAF

• FM 22-100	Military Leadership	(Jul 90)
• FM 25-100	Training the Force	(Nov 88)
• *FM 71-100*	*Division Operations*	*(Jun 89)*
• FM 100-1	The Army	(Jun 94)
• FM 100-5	Operations	(Jun 93)
• FM 101-5-1	Operational Terms and Graphics	(Oct 85)
• FM 100-7	The Army in Theater Operations	(Jan 95)
• FM 100-8	Combined Army Operations	(TBP)
• FM 100-10	Combat Service Support	(Feb 88)
• FM 100-15	Corps Operations	(Sep 89)
• FM 100-16	Operational Logistics	(Jan 95)
• FM 100-17	Mob, Deploy, Redploy, Demob	(Oct 92)
• FM 100-18	Space Support for Army Operations	(TBP)
• FM 100-19	Domestic Support Operations	(Jul 93)
• FM 100-20	Military Operations Other Than War	(Dec 90)
• FM 100-23	Peace Operations	(Dec 94)

Develop Doctrine

Reengineered

- **Definition "Fundamental principles by which military forces guide their actions in support of national objectives" - Joint Pub 1-02**
  - Army Doctrine: the body of thought on the "Strategic and Operational levels of War" (TOE and TDA)
  - Army Procedures: the body of thought on "how to" operate at the "Tactical level of War" (TOE and TDA)
- **Process owner, operational level:**
  - HQDA to be Army Doctrine process owner (including input to Joint Doctrine)
- **Process owner, tactical level:**
  - TRADOC remains Army TTP process owner (including Div; Bde; Bn; Branch FMs etc)

Develop Doctrine

	Measures	Standard
Customer	***Effectiveness***	***Performance***
	Establish Direction • Joint Doctrine	• Joint Exercises (Accepted)
	Acquire Assets • Publication Cycle	• Comprehensive POI (Understood)
	Provide Capability • Doctrinal based TTP	• ARTEP; SM; BCTP; NTC, etc (Embedded)
Process Owner	***Efficiency*** Minimize Use of Resources – Minimize Process Hand-offs – Eliminate Redundancies	***Performance*** • Time • Dollars • Manpower • Facilities

Develop Doctrine

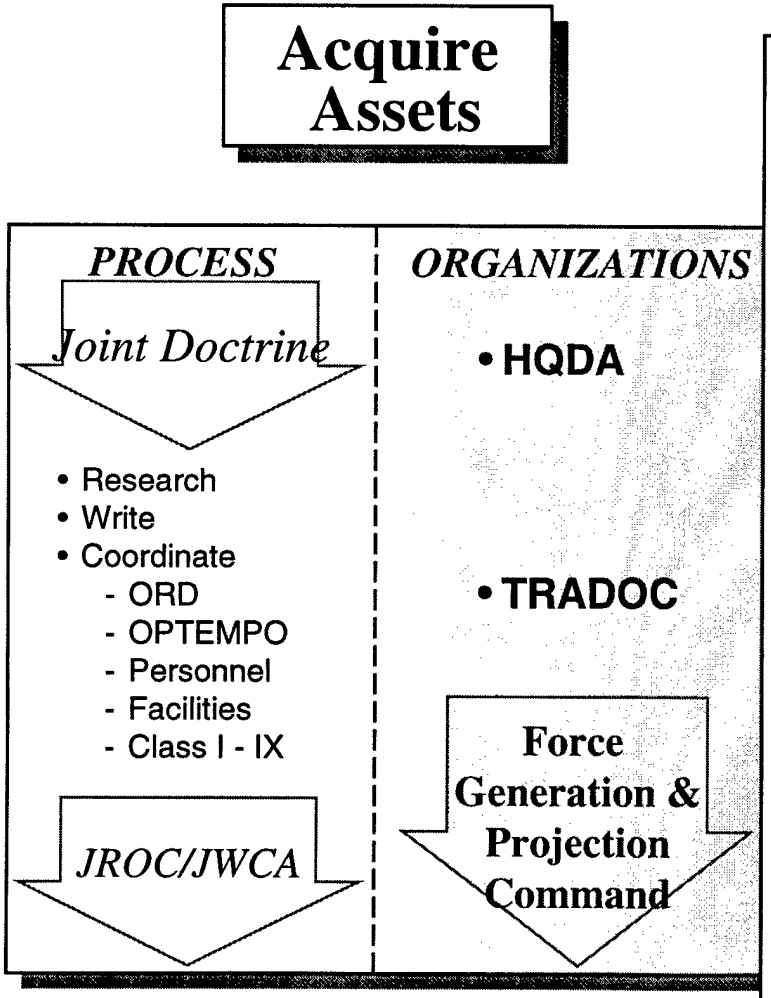
Establish Direction

PROCESS	*ORGANIZATIONS*
• Congress • Intnat'l Agreements • OSD Directives • STANAGs • NSS • NMS	**INTERAGENCY** **MULTINATIONAL** **JOINT STAFF**
Joint Doctrine	• **HQDA**
• Army Doctrine - DTLOMS - TTP	• **TRADOC**

"to be"

- **HQDA retains responsibility for Interagency, Multinational & Joint Doctrine**
- **HQDA coordinates with ASCCs, and Joint Staff to gain CINC approval of Land Forces Doctrine**
- **HQDA, as the Process Owner, is the proponent of Army Doctrine ("Operational level" of war)**
- **HQDA approves Army Policy, including Doctrine**
- **TRADOC develops, trains, teaches and evaluates Army TTP ("Tactical level of war"; (implementation doctrine))**
  - **TRADOC DCSDOC(-) and DAMO-FDQ merged into a single directorate at HQDA**
  - **TTP developed by TRADOC schools/labs**
- **One organization for internal process (TRADOC) and one for external process (HQDA)**

Develop Doctrine

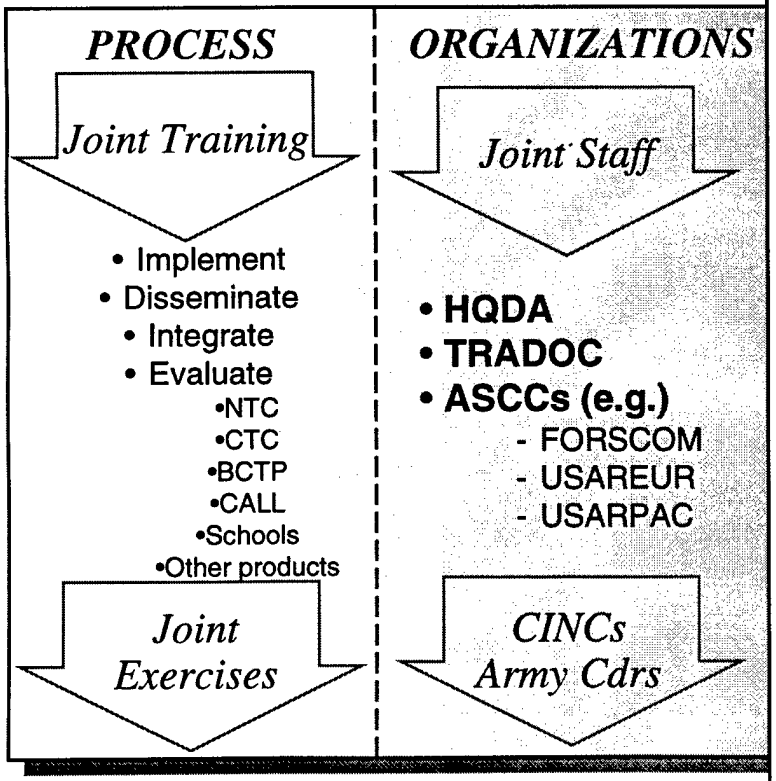


"to be"

- **HQDA, as the Army proponent for Joint Doctrine, establishes a tie between Joint Doctrine and JROC (Acquisition)**
- **HQDA links Army Force Structure to JWCA (Capabilities/Doctrinally based Army)**
- **TRADOC, as the TTP Owner, establishes a common doctrinal base for land forces (requirements determination)**
- **Force Development Command (TRADOC) develops doctrinally required land force organizations (TOE/TDA)**
- **Reduces the number of process hand-offs in doctrine from 8 to 2 (HQDA - TRADOC)**
- **Eliminates redundancies in ARSTAF**
- **All "Doctrinal" publications are staffed and developed "on-line"; hard copies are a user responsibility**
  - **Capstone/Keystone doctrine - HQDA**
  - **Enabling Doctrine & TTP - TRADOC**

Develop Doctrine

Provide Capability



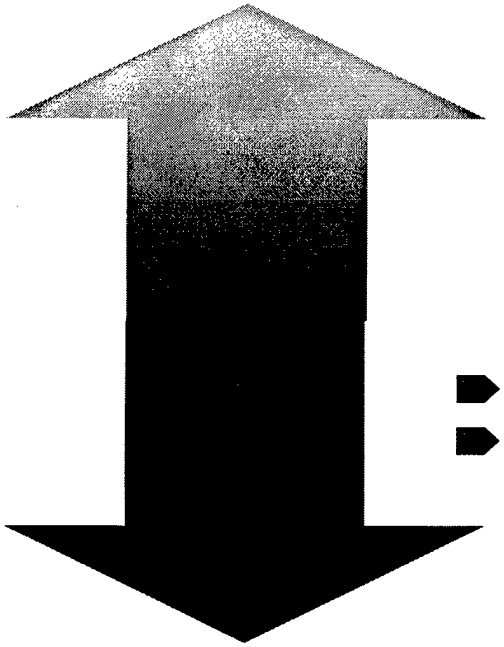
"to be"

- **HQDA responsible for all Army Doctrine - "Strategy, Plans, Policy and Doctrine"**
- **TRADOC responsible for all tactical (TTP) processes less Exercises (Joint and Unit Training)**
- **Reduces redundancies and streamlines doctrinal processes (reduces hand-offs)**
- **Enhances Army land force capabilities to CINCs requirements (Joint Doctrine and JROC/JWCA)**
- **"Doctrinal" publications staffed & produced faster by "on-line" doctrinal WWW development and publication system**
- **The Capability provided by the "Doctrine" process is "A doctrinally organized, trained, equipped and resourced" land force organization.**

Develop Doctrine

Prioritization of Process Changes

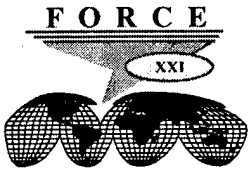
Easy/Cheap/Early



Action	TRADOC	Experiment
• HQDA Joint Doctrine Process POC	-	Analysis
• HQDA Army Doctrine Process Owner	-	Exercise
• Publish Doctrine "On-line" BBS	+	Exercise(JV BBS)
• Move all Army TTP to TRADOC	+	Analysis
➡ • *Embed Army Doctrine in JROC/JWCA*	+	*JCS Exer/Study*
➡ • *Reengineer Joint Doctrine Development*	-	*JCS Exer/Study*

➡ Requires JCS/OSD approval

Hard/Expensive/Later



TDA/Institutional Army Redesign

Organize and Materiel Requirements Determination FAA

FAA IPR

15 November 1995

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Org & Mat Rqmt Det

Agenda

Baseline and Assessment

Function

- Mission Statement
- Team Composition
- Events
- Links to Other FAAs
- Basis

Process/Resources

- Enablers
- Resources
- Process
- Products
- Assessment

Organize (TDA) Process Changes

FAA Alternatives

TRADOC XXI

Total Revision

Significantly Smaller/Different

Conclusions

Issues

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Mission Statement

- Document the processes used to determine materiel and TOE/TDA requirements.
- Identify the organizations involved in these processes.
- Identify changes to the processes.
- Present organization alternatives to execute processes.

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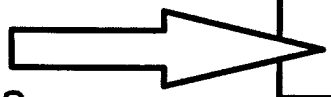
Org & Mat Rqmt Det

Team Composition

TRADOC Core Team:
DCSCD
Field Artillery School
Military Police/Chemical School
CASCOM
HQ DA, DCSOPS
USAFISA

Coordination:
TRADOC Schools and Centers
TRAC
CAC
TRADOC DCS
Joint Venture Axis
Army Digitization Axis
All activities that interface with
Organize/Mat Rqmts Det Process

Army Core Team:
TRADOC Core Team
AMSAA/AMC
ISC
INSCOM
MEDCOM
CIDC
SSDC
ARNG
USAR



HQDA agencies
and
all MACOMS

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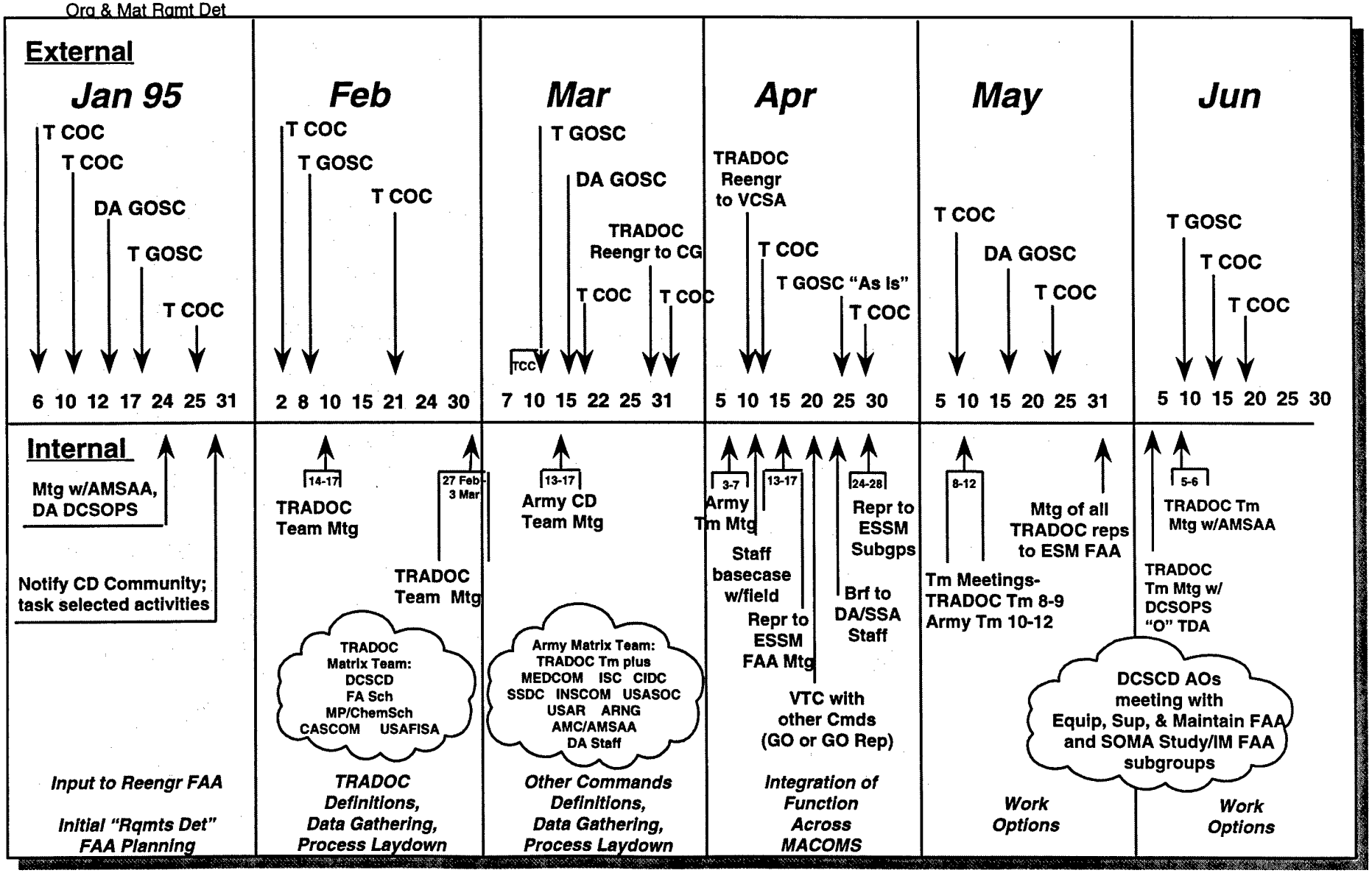
Events



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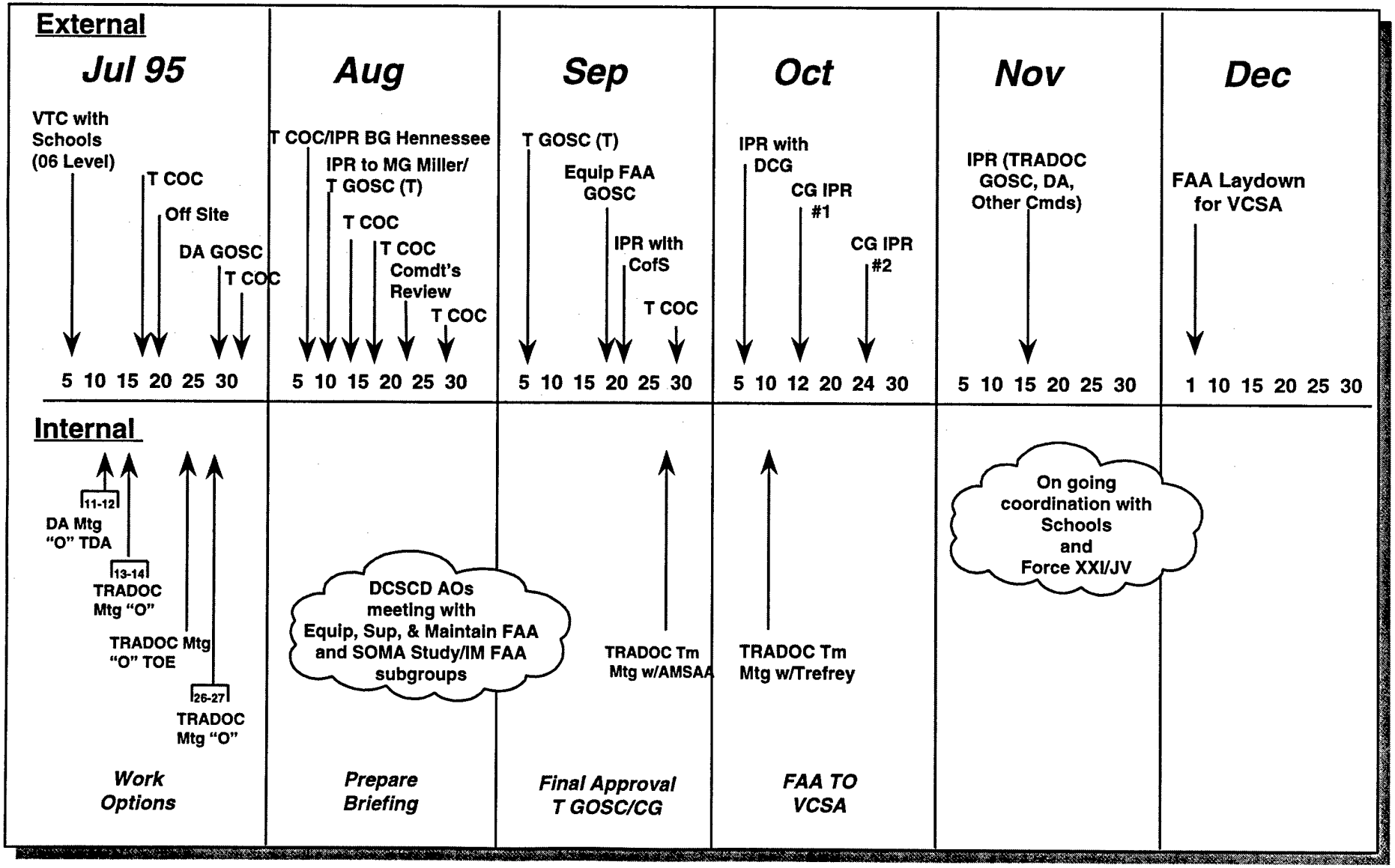
Events Continued



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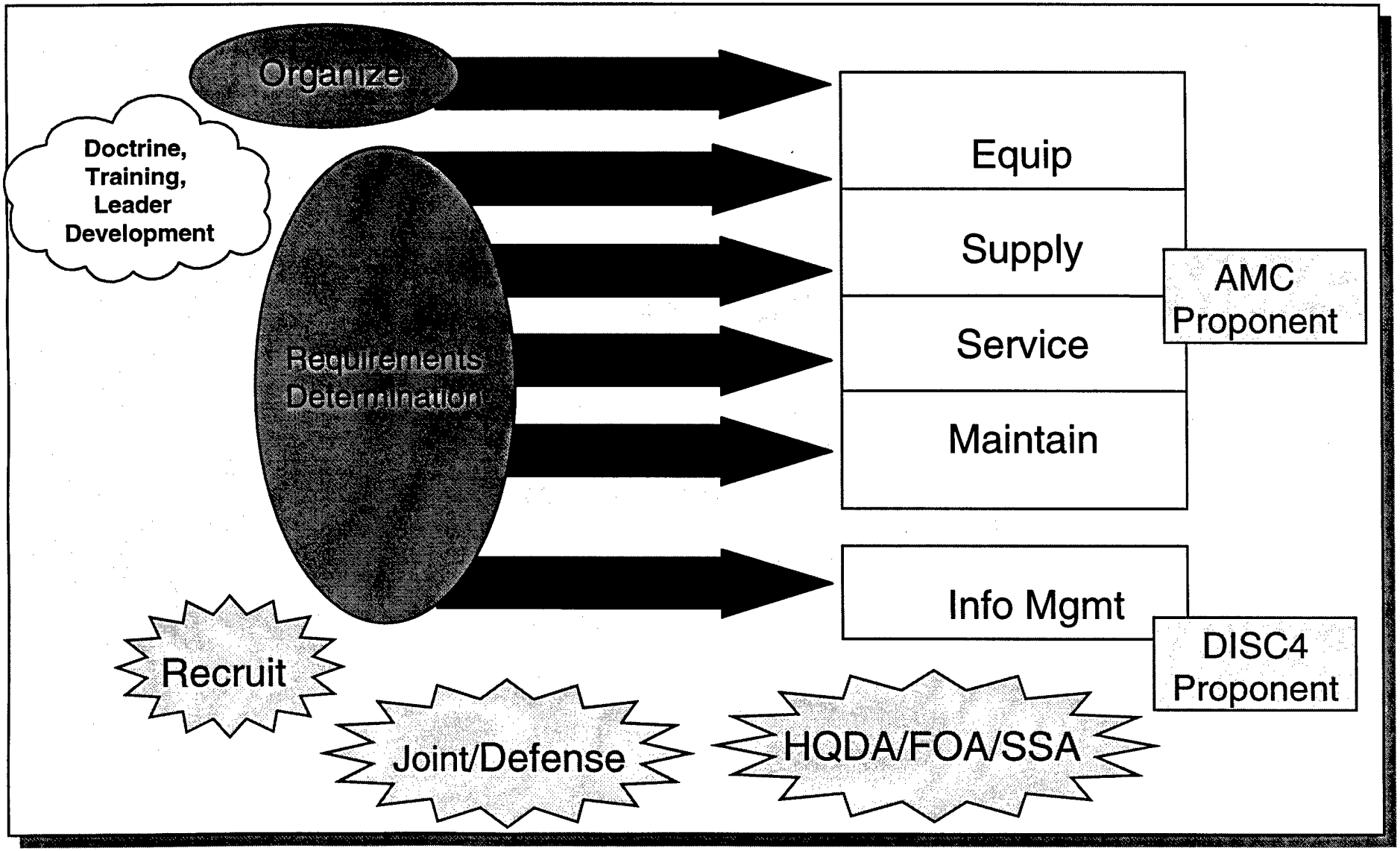
Links to Other FAAs



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Basis

Policy, law, directive, custom, etc. to define requirements/work of the function:

- United States Code - 3
- DOD Directive/Instruction - 19
- Federal Acquisition Regulation
- Joint Publication - 1
- General Order - 1
- Chief of Staff Regulations - 5
- Army Regulations - 40
- Common Table of Allowances - 2
- DA Pamphlets - 6
- DA Handbook - 1
- Field Manual - 3
- TRADOC Supplement to AR 1-1
- TRADOC Regulations - 6
- TRADOC Pamphlets - 4
- Memorandums - 6
- Memorandums of Understanding -3
- Newsletter - 1

Total 103 and counting

Many are out of date; many should be consolidated.

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Enablers

Common systems, processes and/or procedures which facilitate the performance of core function/process:

- Contemporary Operational Issues Process
- Concept Development Process
- Research & Development Process
- Experimentation Process
- Planning, Programming, Budgeting and Execution System (PPBES)
- MACOM Linked Nets

ICTs/IPTs

DSI/DIS

ATD, ATCD, AWE, CEP

Materiel Requirements Determination

- Force Integration Master Planner
- Materiel Requirements Determination Process/System
- Army Systems Acquisition Review Council

Organize

- The Army Authorization Documents System - Unit Authorizations
- Requirements Documentation System (RDS)
- Structure and Composition System (SACS)
- Total Army Analysis
- Army Force Planning Data and Assumptions (AFPDA)
- Structure and Manpower Accounting System (SAMAS)
- Force Analysis Simulation of Theater Administrative Logistics Support (FASTALS)

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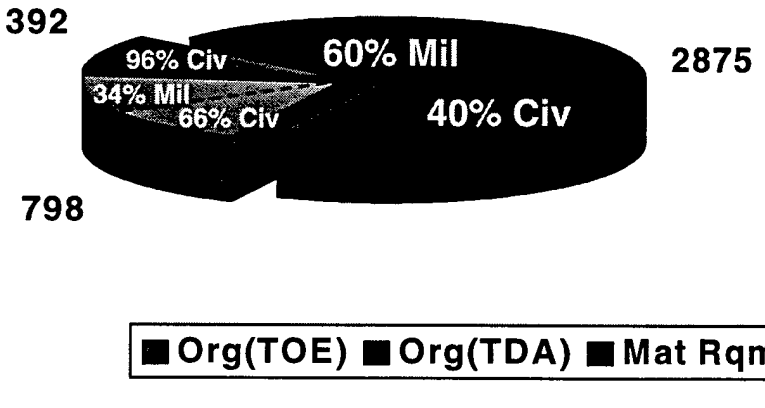
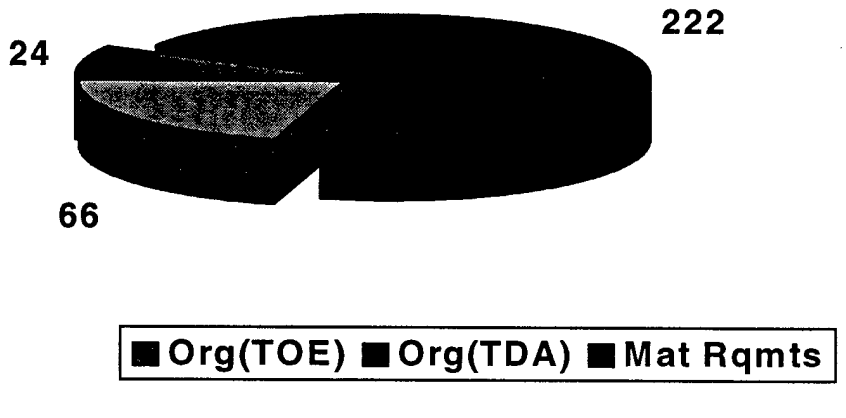
Resources

Manpower



Dollars ($M)

(MPA, OMA, RDTE)



% of Total Function:

TRADOC 73% (Mpr/$$)

HQDA/FOAs 17% (Mpr); 19% ($$)

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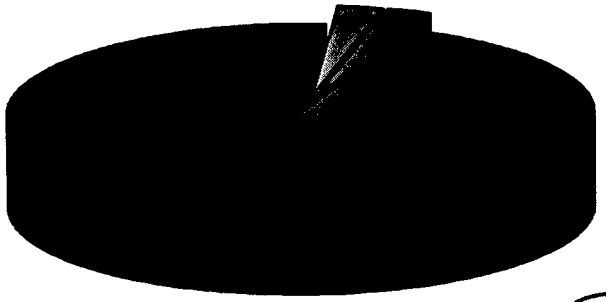
Resources
Materiel Requirements Determination

Manpower by MACOM

68 74



2733

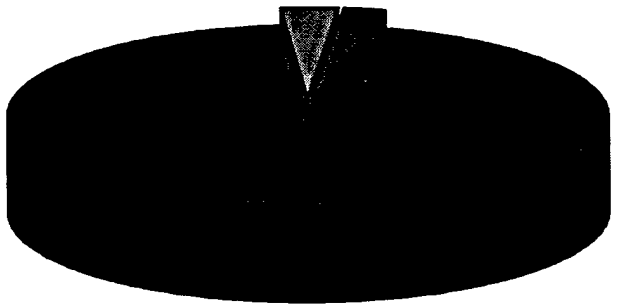
TRAC: 414

■ DA ■ MISC* ■ TRADOC

*MISC - Commands with less than 36 spaces (ISC, INSCOM, MEDCOM, SSDC, NGB, USAR, USASOC)

Dollars ($M) by MACOM (MPA/OMA/RDTE)

7 5



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■ DA ■ MISC* ■ TRADOC

*MISC - Commands under $2.5M

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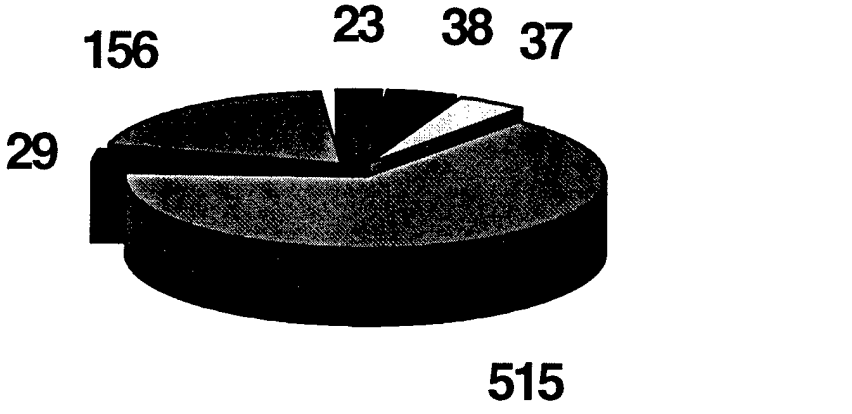
Resources Organize (TOE)

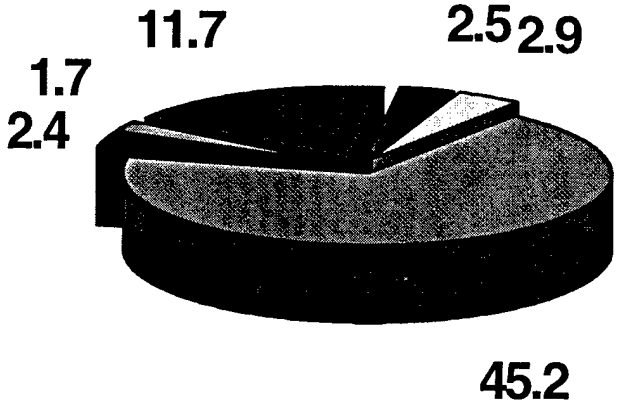
Manpower by MACOM



■ TRADOC ■ MISC* ■ INSCOM
□ MEDCOM ■ DA ■ NGB

*MISC - Commands with less than 10 spaces (ISC, CIDC, SSDC, USAR, USASOC)

Dollars ($M) by MACOM (MPA/OMA)



■ MISC* ■ TRADOC ■ INSCOM
□ MEDCOM ■ DA ■ NGB

*MISC - Commands under $1M

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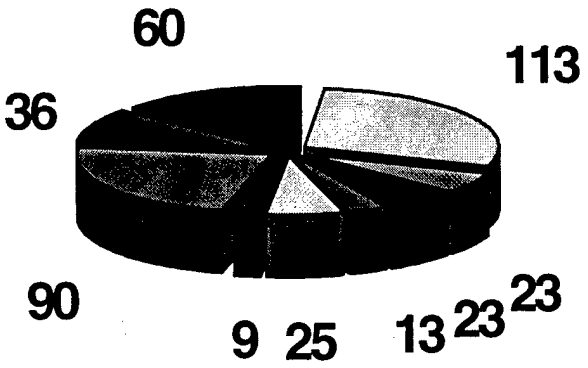
Resources Organize (TDA)

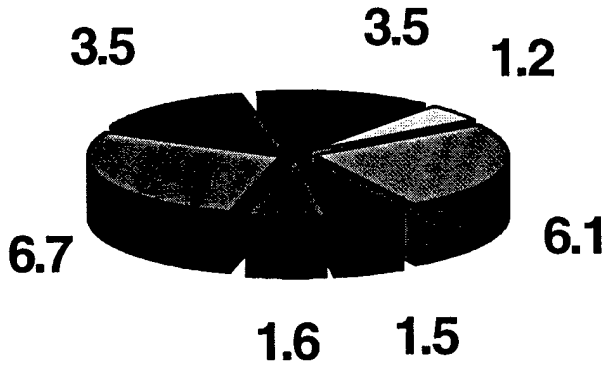
Manpower by MACOM



■ DA ■ MISC* ■ FORSCOM
□ TRADOC ■ USAREUR ■ USAREC
■ INSCOM □ MEDCOM ■ USACE

*MISC - Commands under 5 spaces

Dollars ($M) by MACOM (MPA/OMA)



■ DA ■ FORSCOM ■ MISC
□ USAREUR ■ TRADOC ■ USAREC
■ MEDCOM

*MISC - Commands under $1M

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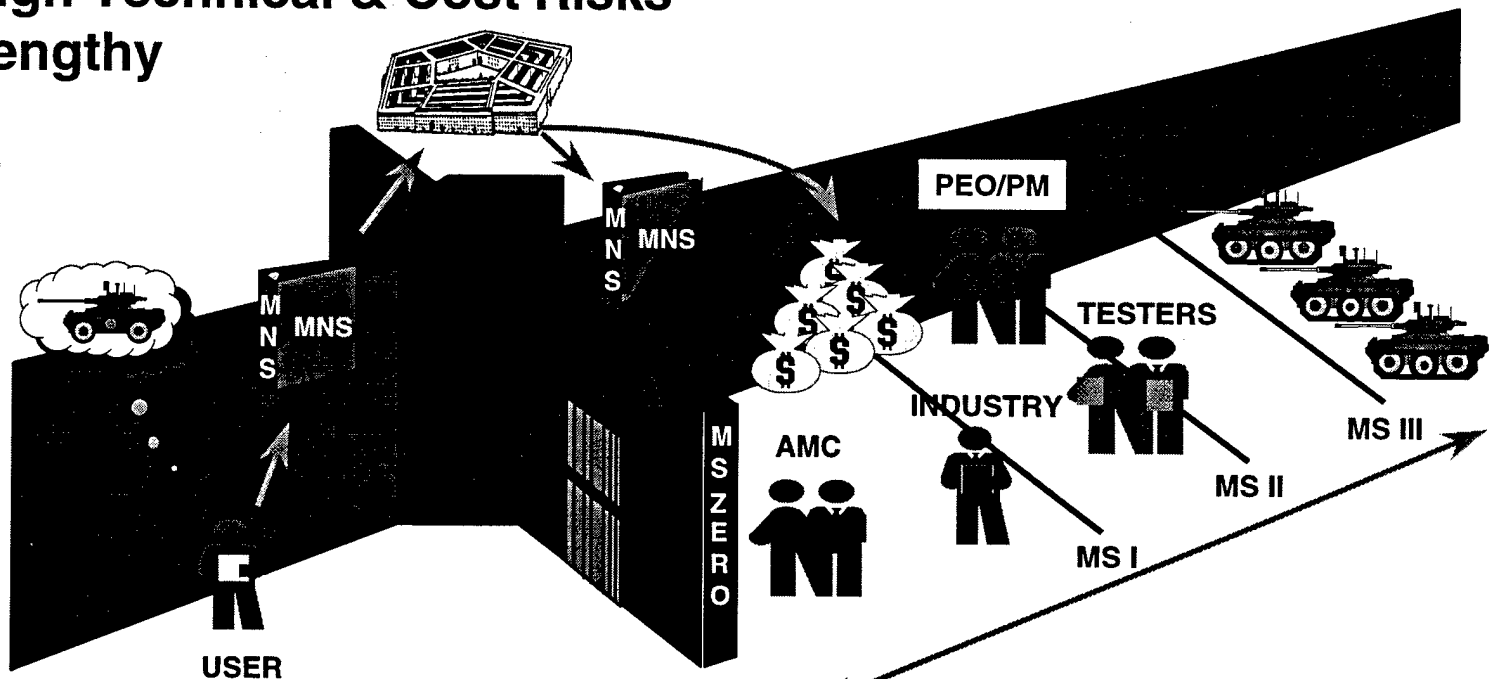
Old Process (for Materiel) Without Battle Labs

Characteristics:

- Threat Oriented
- Stovepiped (Branch Focused)
- Paper Based
- Sequential
- High Technical & Cost Risks
- Lengthy

8-15 Years Fielding



COMBAT DEVELOPERS ← Isolated → MATERIEL DEVELOPERS

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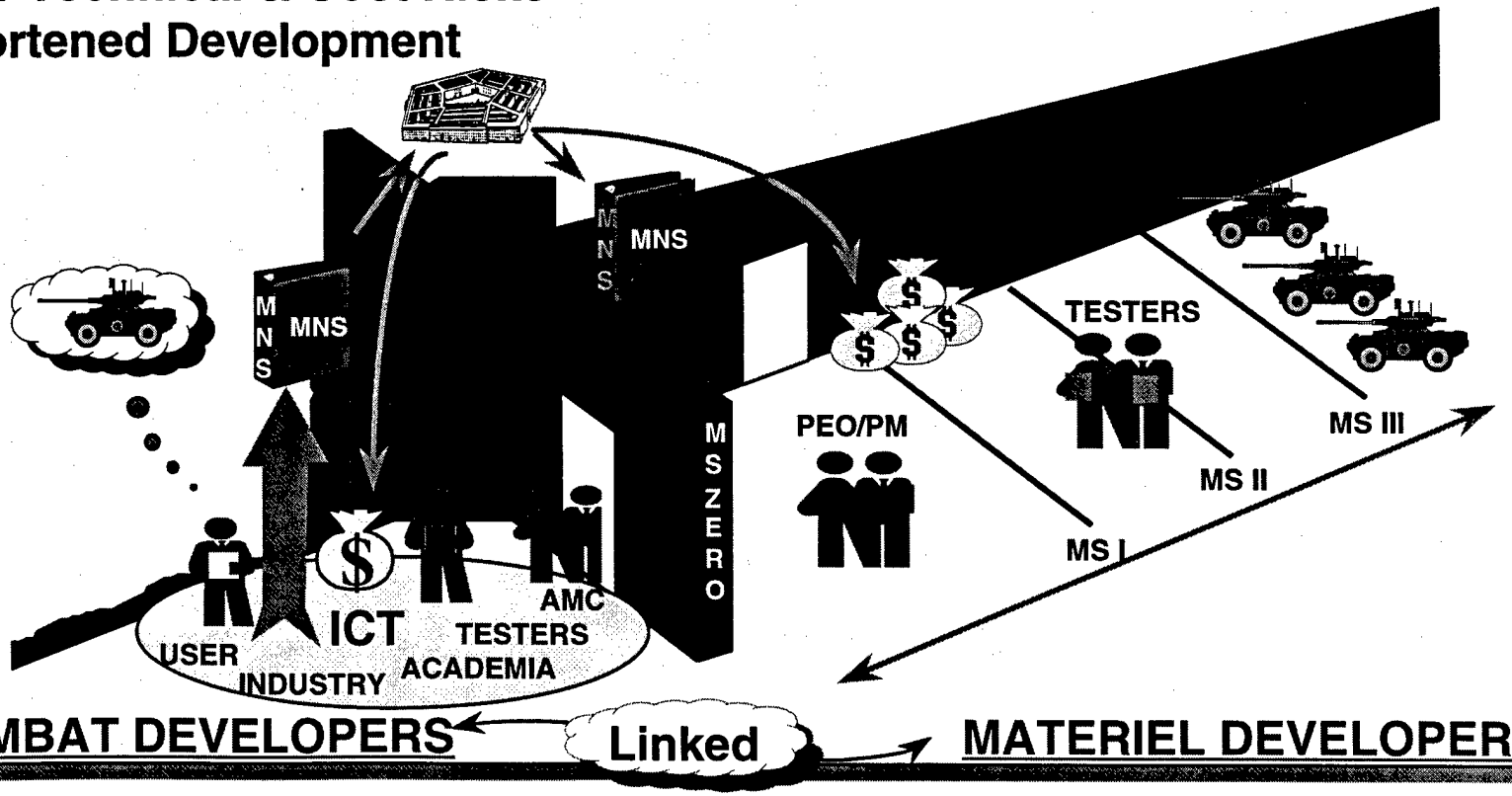
New Process (for Materiel) With Battle Labs

Characteristics:

- Capabilities Oriented
- Integrated
- Experiment Based
- Simultaneous
- Low Technical & Cost Risks
- Shortened Development



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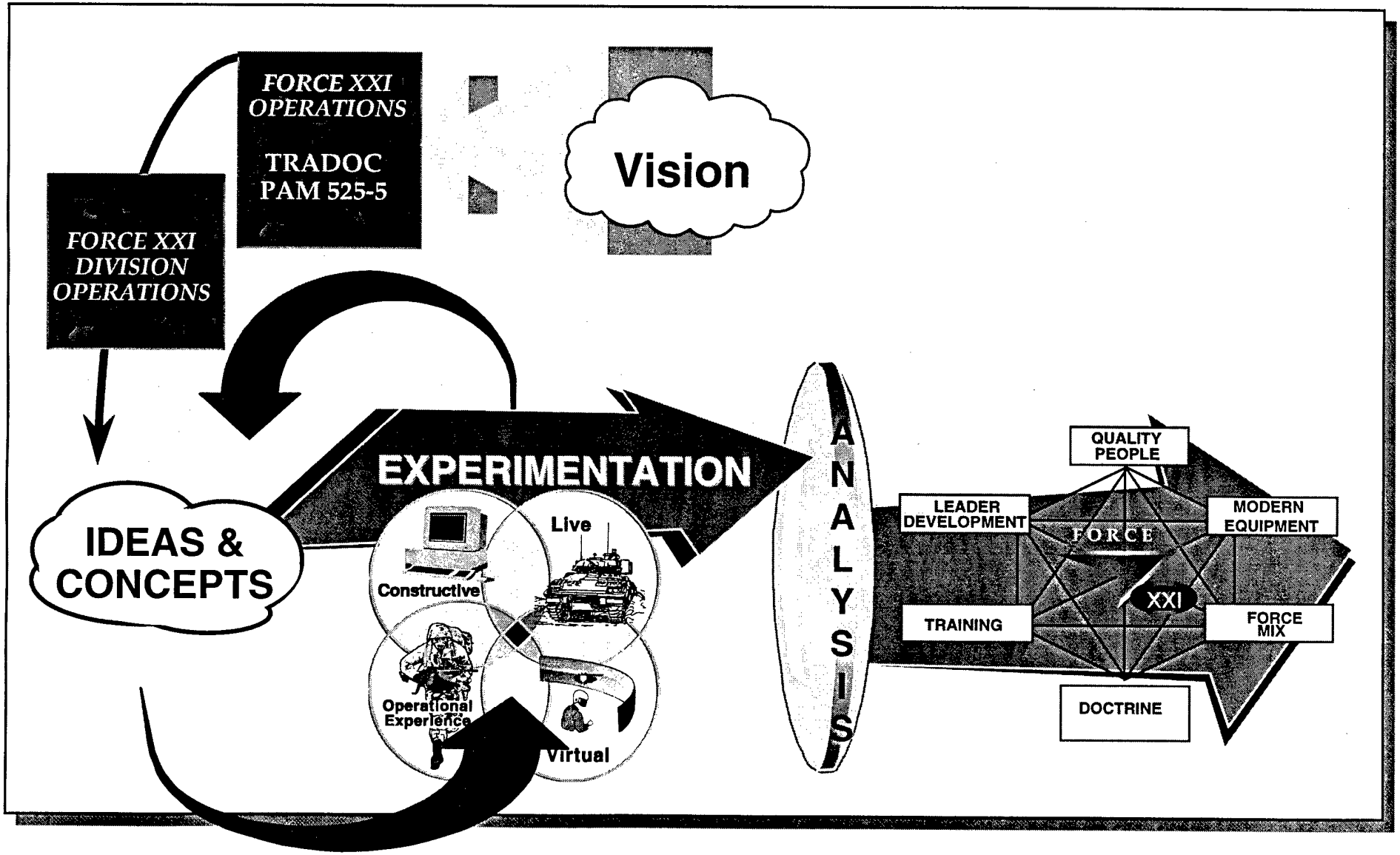
Changing How We Change



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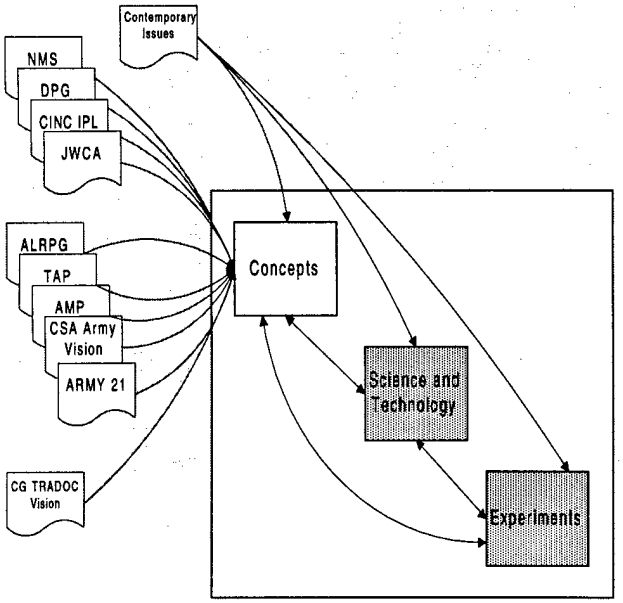
Requirements Determination

"Materiel Requirements Determination" process:
- is different from way currently documented
- as developed over last 2 years, is going in the right direction.



DOCUMENT MATERIEL NEEDS

ORD

WARFIGHTER RAPID ACQUISITION PROGRAM (WRAP)

LCSMM

EQUIPMENT

PPBES does not support the way we are going.

DOCUMENT ORGANIZATION DEVELOPMENT

Total Army Analysis

TOE

MTOE

TDA

ORGANIZATONS

- TDA/TOE mission blurring
- TAA biennial
- MTOE semiannual

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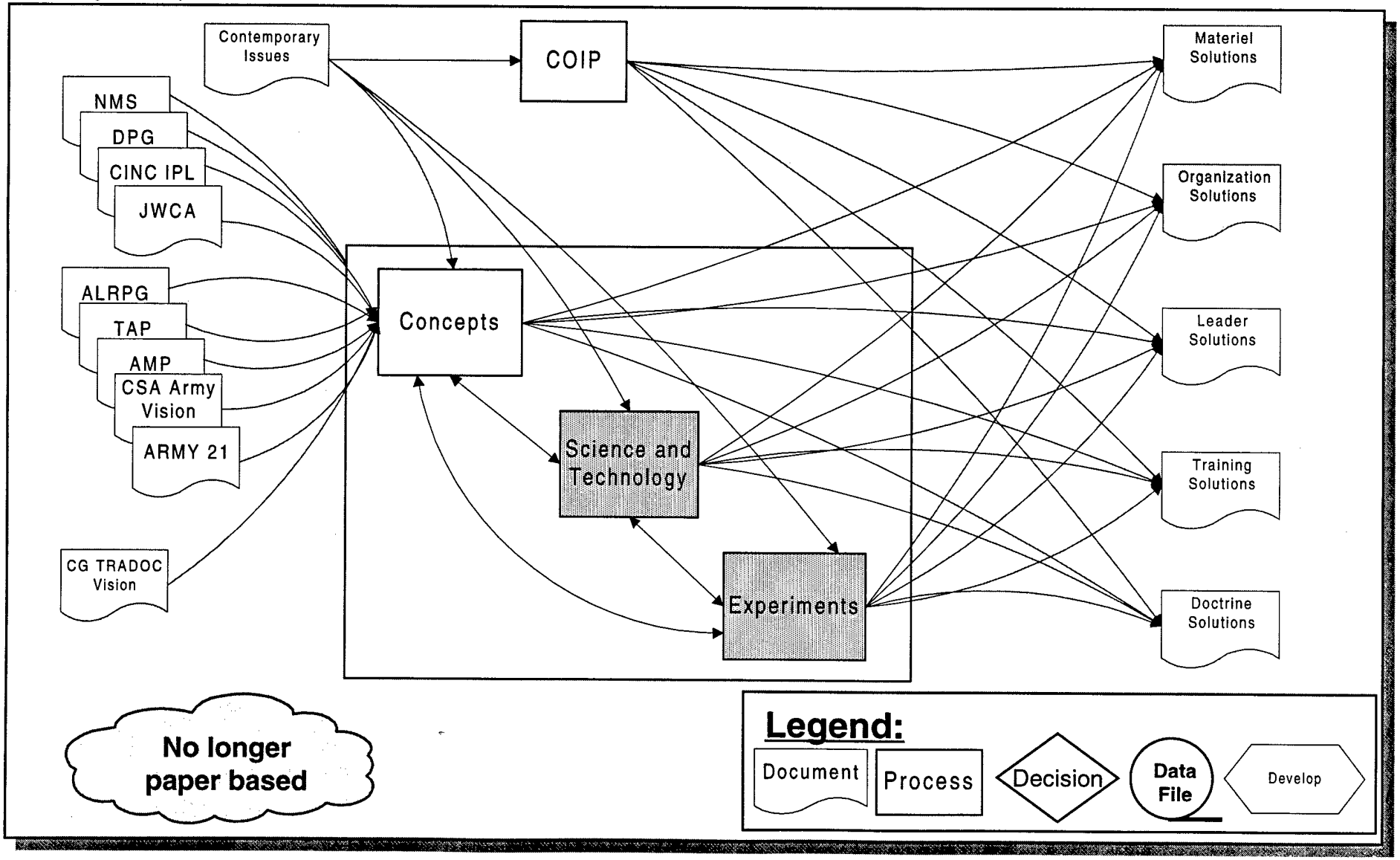
Requirements Determination



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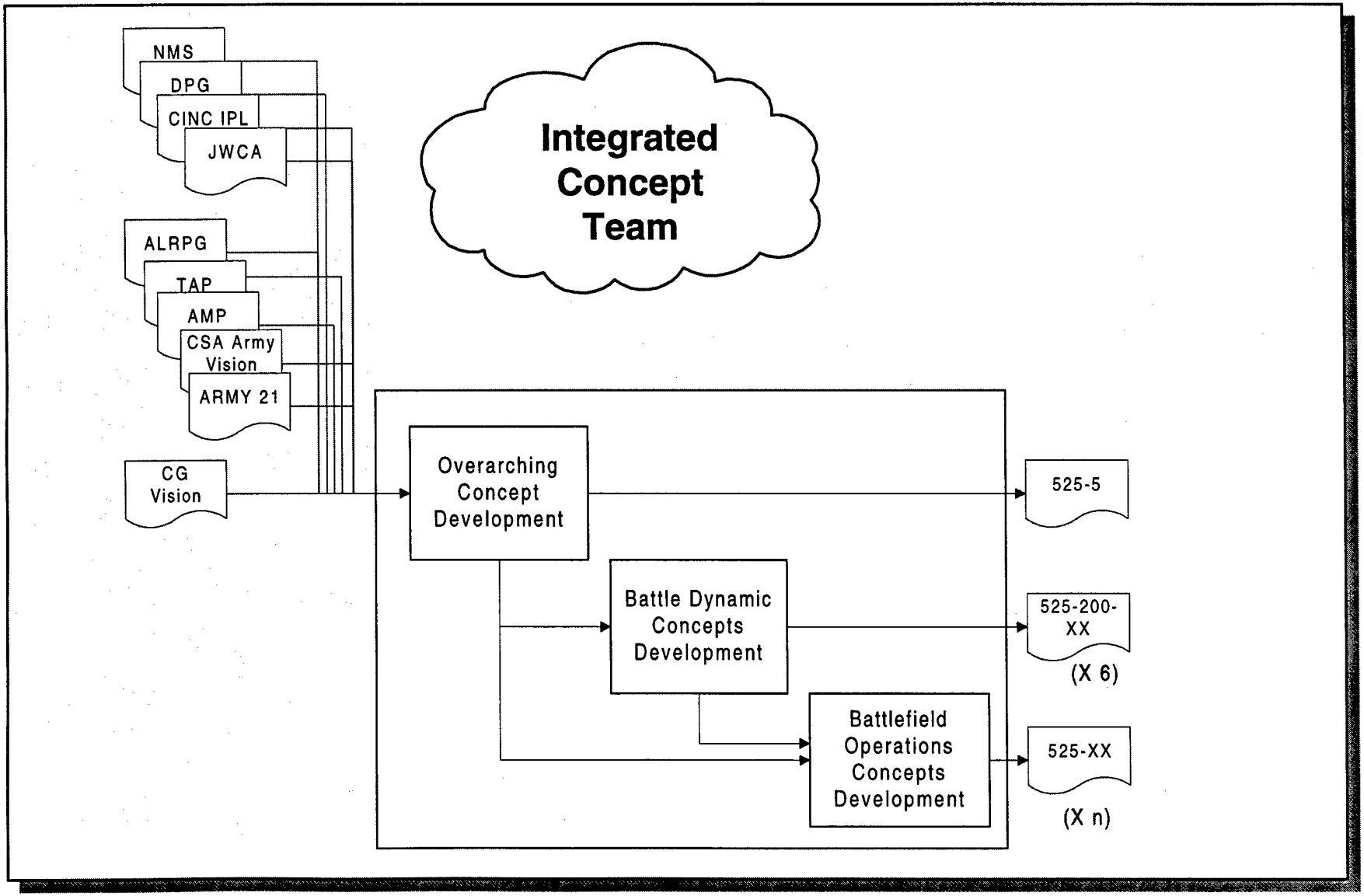
Concept Development Process



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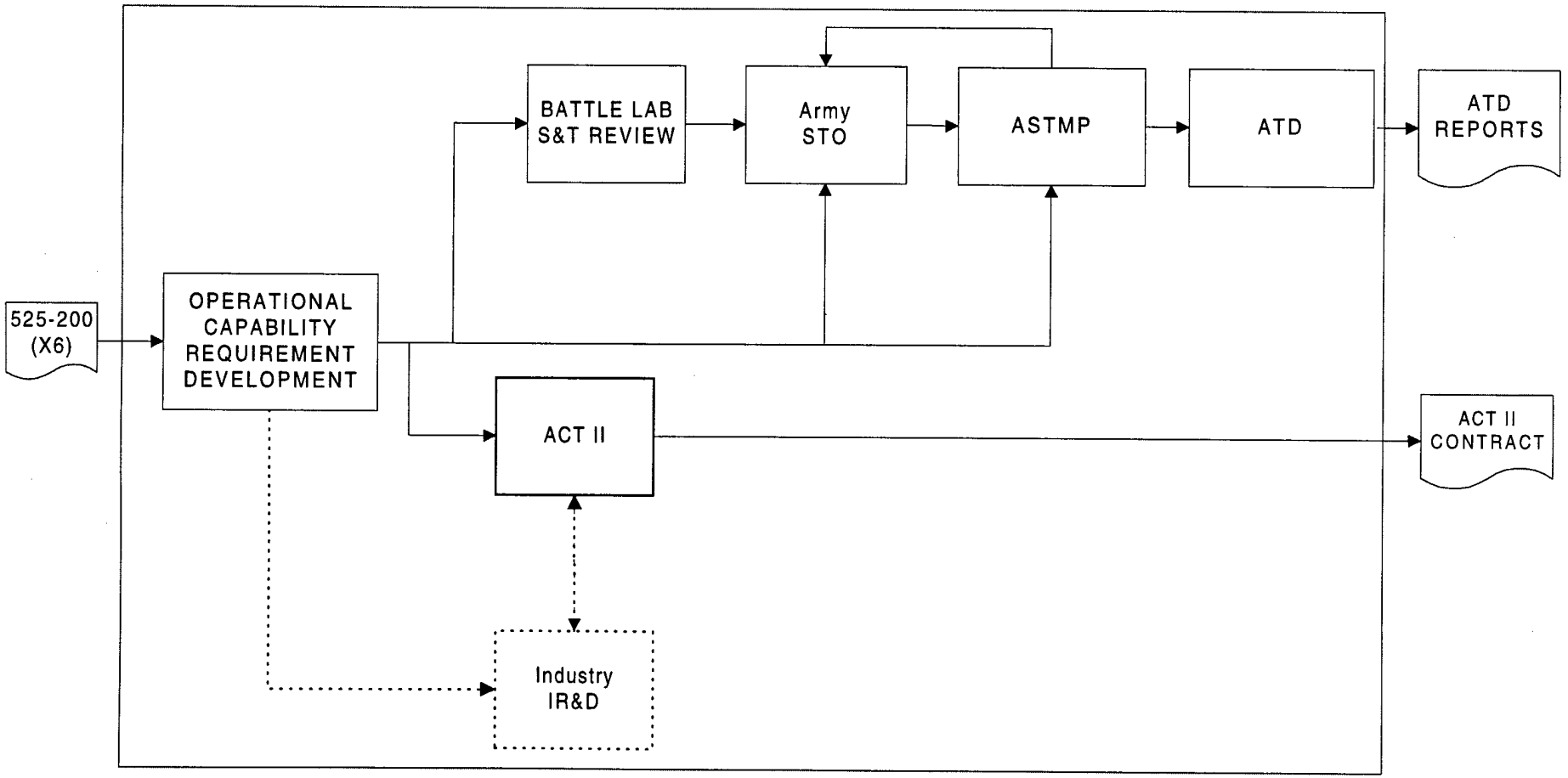
Science and Technology Process



BAA - Broad Agency Announcement
ASTMP - Army Science and Technology Master Plan
IR&D - Independent Research and Development

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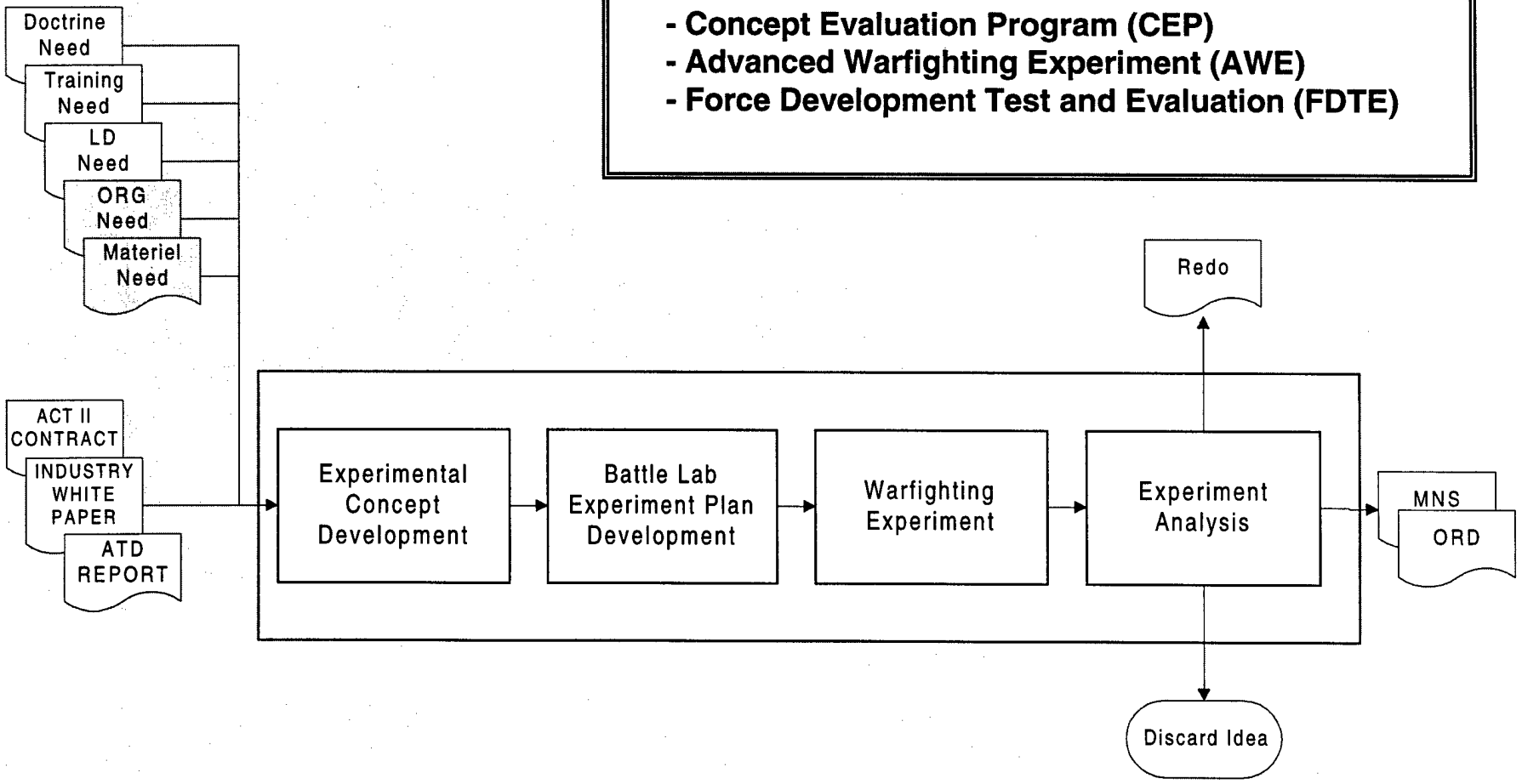
Experiment Process

Types of Experimentation

- Concept Evaluation Program (CEP)
- Advanced Warfighting Experiment (AWE)
- Force Development Test and Evaluation (FDTE)



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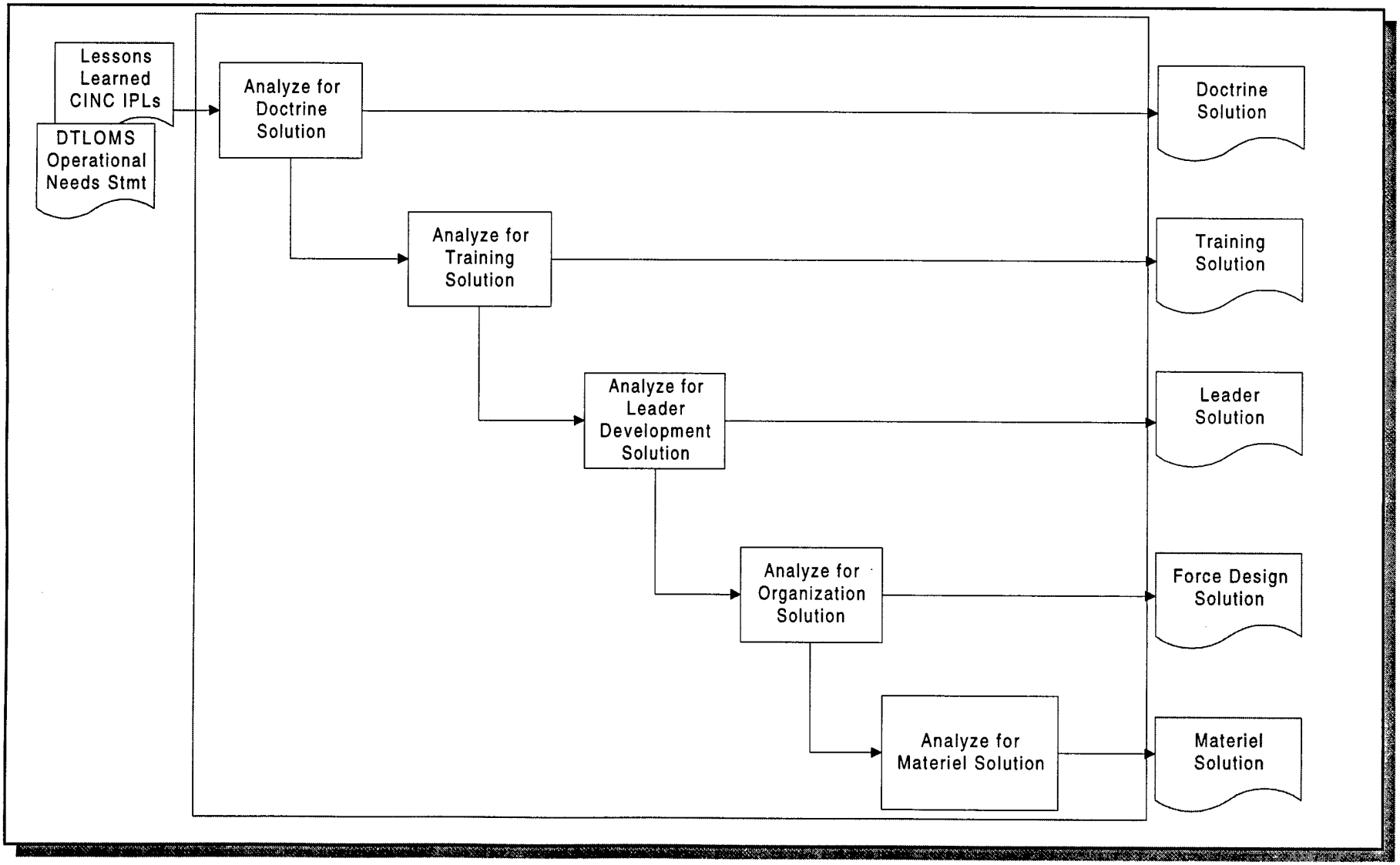
Org & Mat Rqmt Det

Contemporary Operational Issue Process



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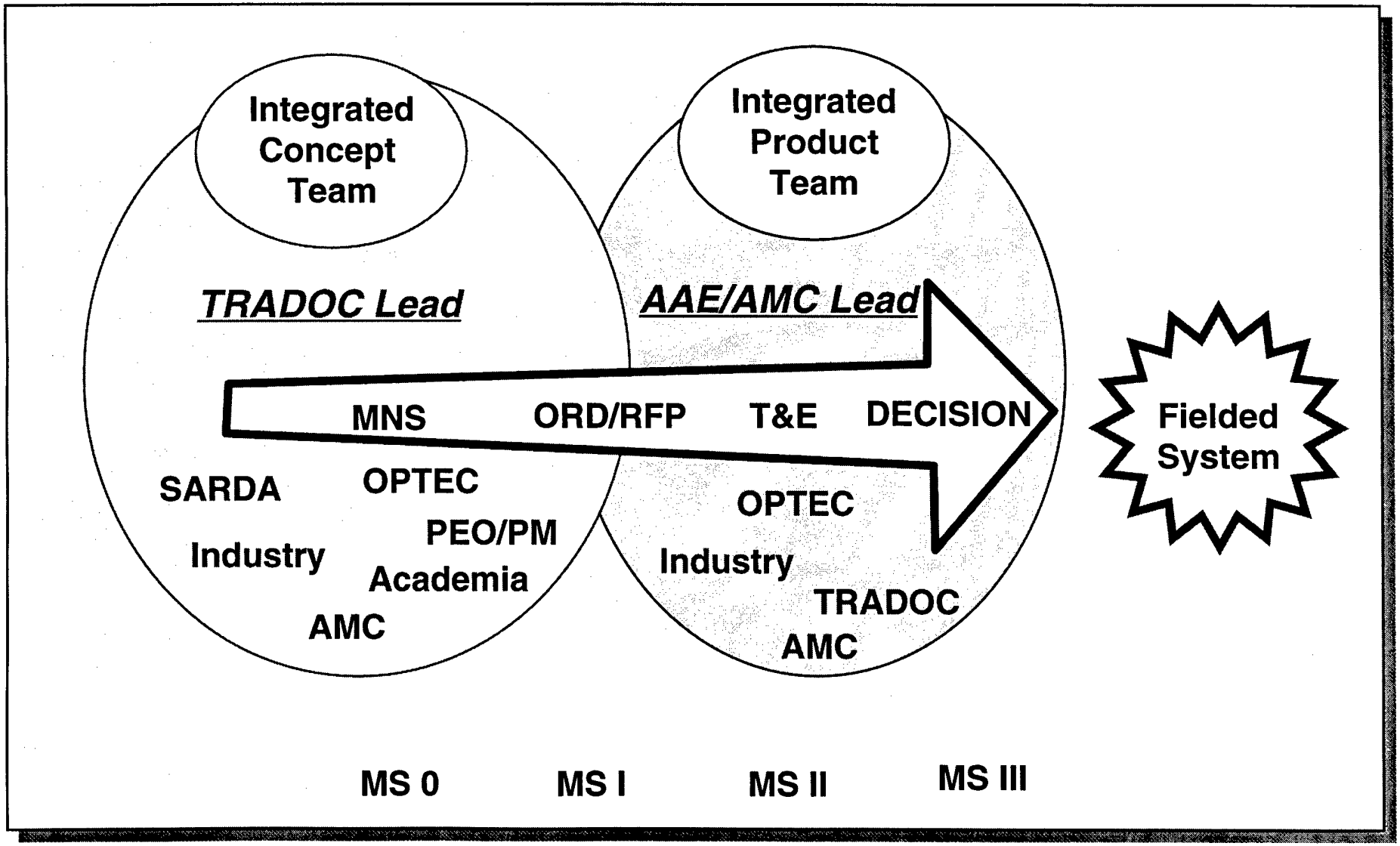
Materiel Requirement Management



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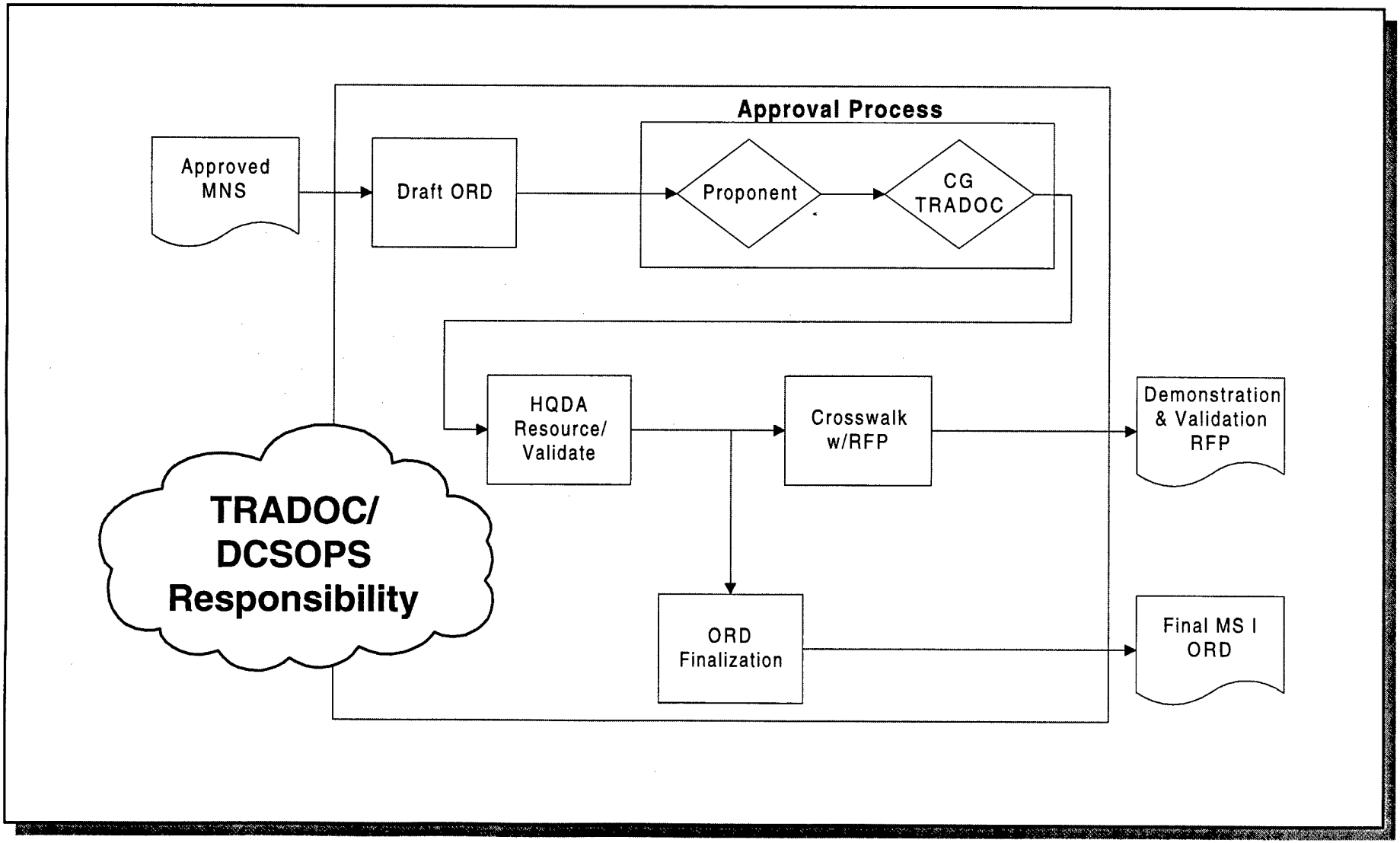
Operational Requirements Document Process



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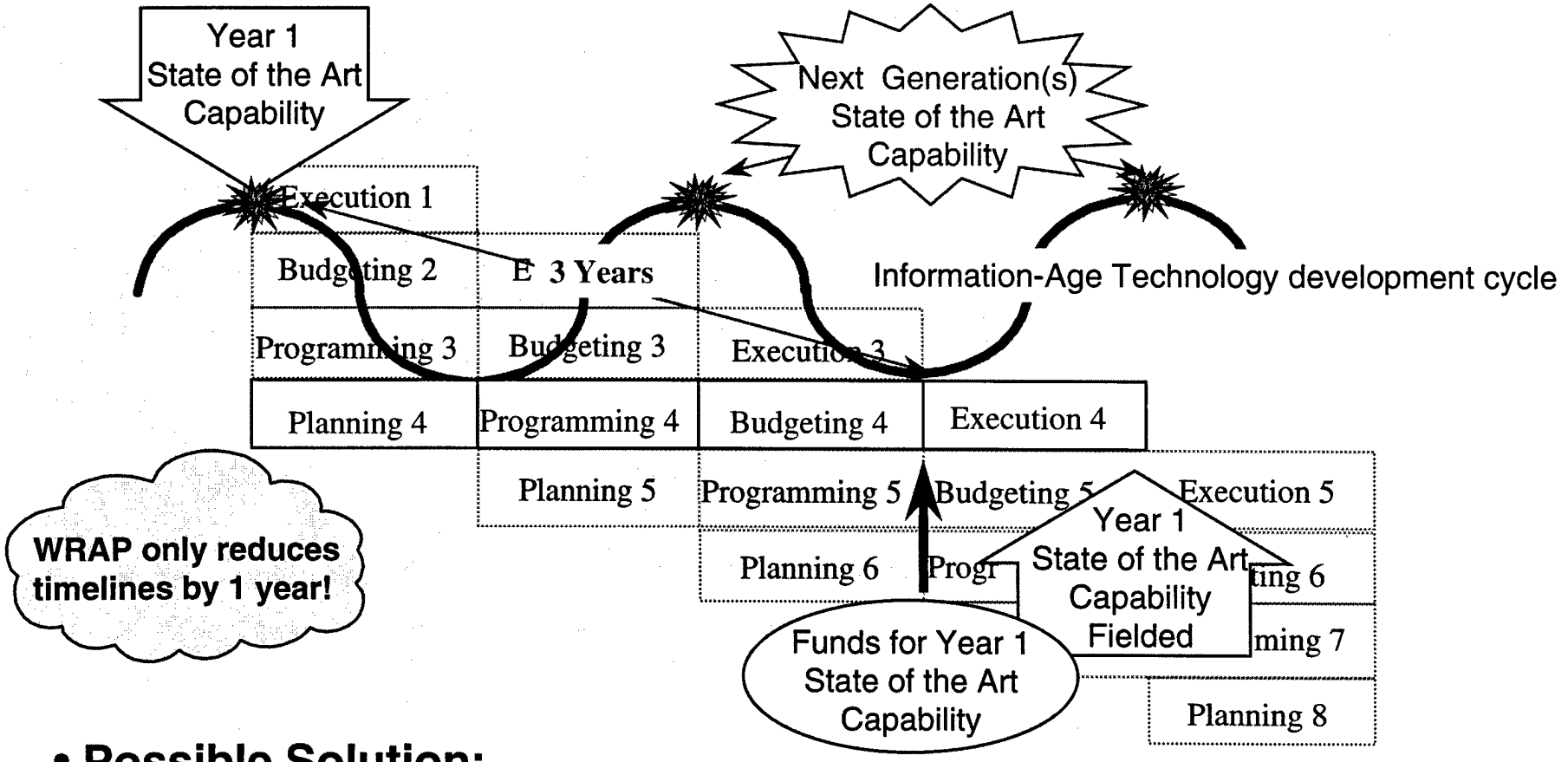
Warfighting Rapid Acquisition Program (WRAP)

- **PPBES not flexible enough to accommodate:**



- **Possible Solution:**
  - **CSA Modernization Initiatives MDEP funded at X% of RDA Account**

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Products/Customers (Materiel Requirements Documents)

Products:		***Customers:***
Operational Capability Requirement (OCR)	→	Proponents/Industry
Mission Needs Statement (MNS) Operational Requirement Document (ORD) R&M Requirements Rationale (RRR) System MANPRINT Management Plan (SMMP)	→	Materiel Developer
Operations Mode Summary/Mission Profile (OMS/MP) Doctrinal & Organization Test Support Pkg (DOTSP) Critical Operational Issues and Criteria (COIC) System Training Plan (STRAP) Training Test Support Package (TTSP)	→	Tester
System Threat Analysis Report (STAR)	→	Proponent/Tester/ Materiel Developer
Cost and Operational Effectiveness Analysis (COEA)	→	CD/MD/AAE

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Base Case Assessment
Materiel Requirements Determination

"Materiel Requirements Determination" process is different from the way currently documented.

- "Materiel Requirements Determination" process, as developed over last two years, is going in right direction.
- Relationships between DCDs, Battle Labs, TSMs and PM/PEOs are ambiguous.
- Current PPBES hinders execution of the combat development process.

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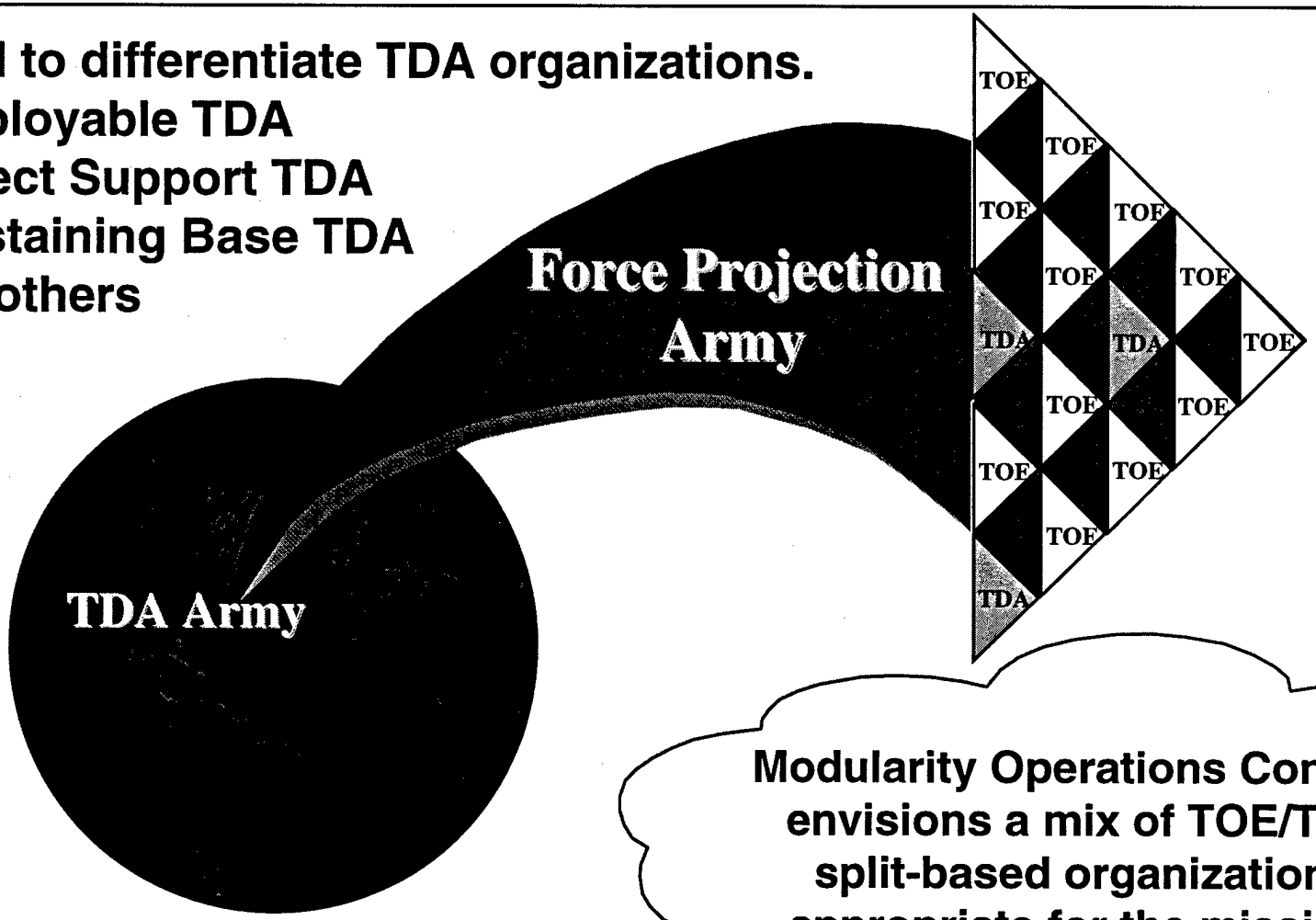
"Operational" TDA Organizations

Need to differentiate TDA organizations.
- **Deployable TDA**
- **Direct Support TDA**
- **Sustaining Base TDA**
- **All others**



Modularity Operations Concept envisions a mix of TOE/TDA split-based organizations appropriate for the mission.

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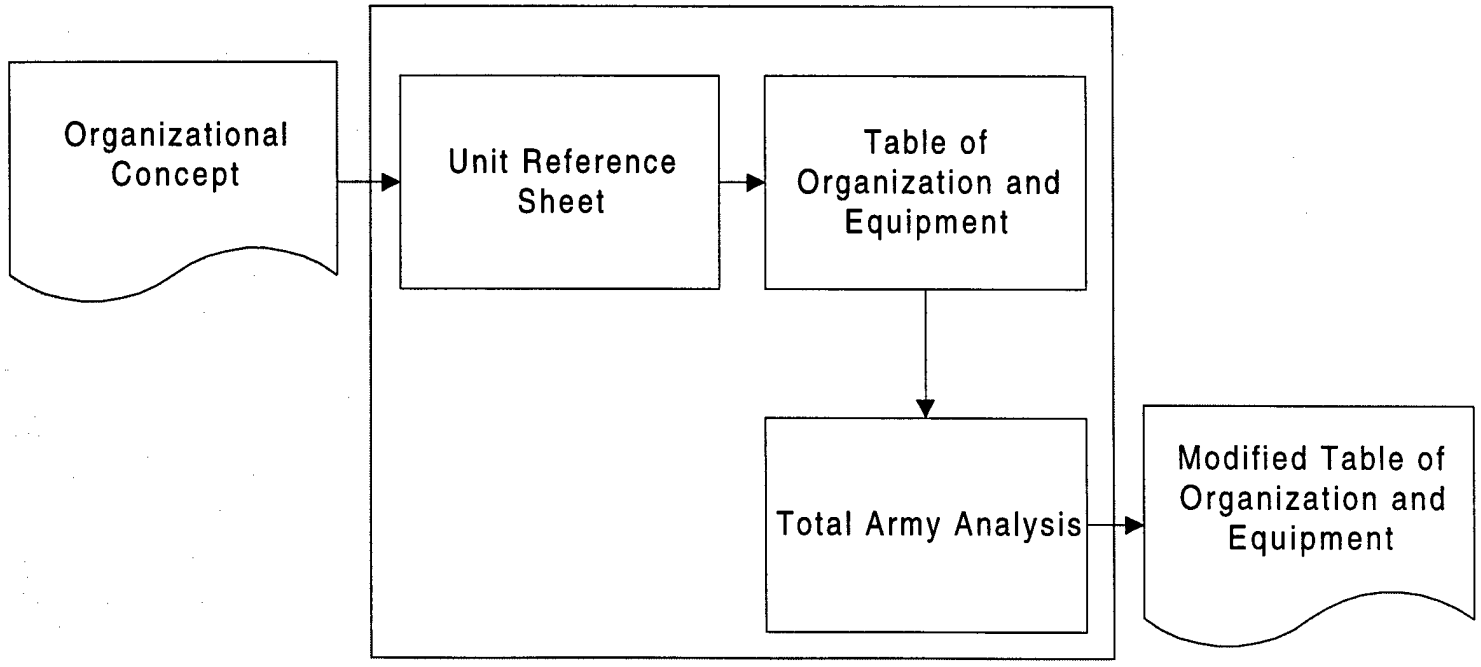
Organization Development (TOE)



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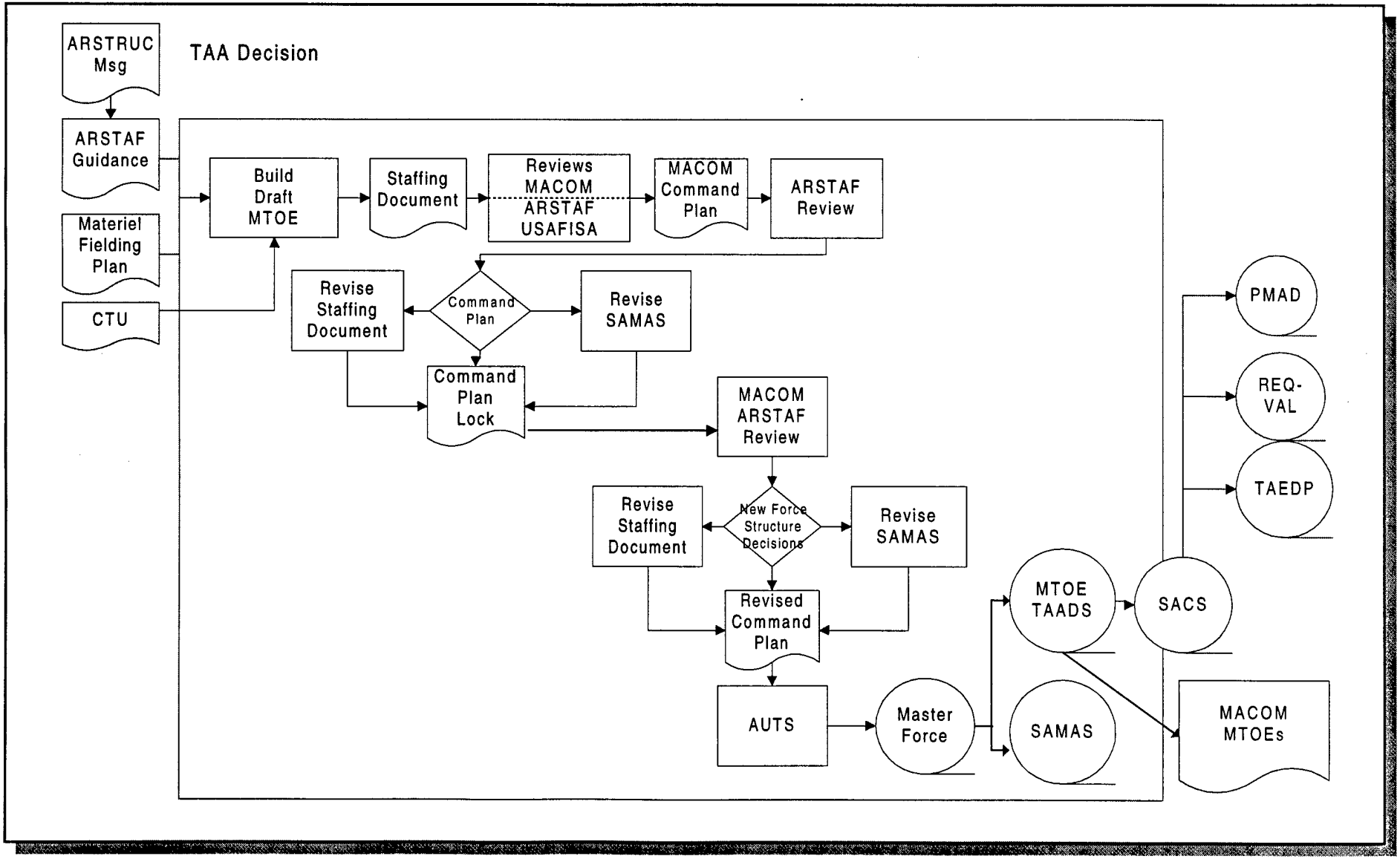
Modified TOE Process



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Products/Customers (Organizational Documents)

Products:	***Customers:***
Table of Organization & Equipment (TOE) Basis of Issue Plan (BOIP)	Proponents/MTOE Developer and MD
C4 Requirements Definition Pgm (C4RDP)	CD/MD/PEO/PM
Qualitative and Quantitative Personnel Information Requirements (QQPRI)	PERSCOM/Proponent Trainers/MD
Standards of Grade/AR 611 Series (SGA)	FISA/DCD/ PERSCOM/USAREC
Manpower Requirements Criteria (MARC) Army Maintenance Manpower Data Base (AMDB)	Org Dev/TOE Dev
Unit Reference Sheet (URS) Force Design Update (FDU) Logistics Data Base (Plng Factors)(LDB)	TOE Dev/TAA/Army
Modified TOE (MTOE) Table of Distribution and Allowances (TDA)	Org Cdr or Manager

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Base Case Assessment Organize (TOE)

- Biennial TAA process too slow to affect change.
- Semiannual MTOE process creates turbulence at the unit level making it difficult to manage change.
- Rules/regulations require update/consolidation.
- Process disconnected with Army Training Requirements and Resources System (ATRRS).
- Potential exists for combining TOE and MTOE into one document.

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Table of Distribution and Allowances Process

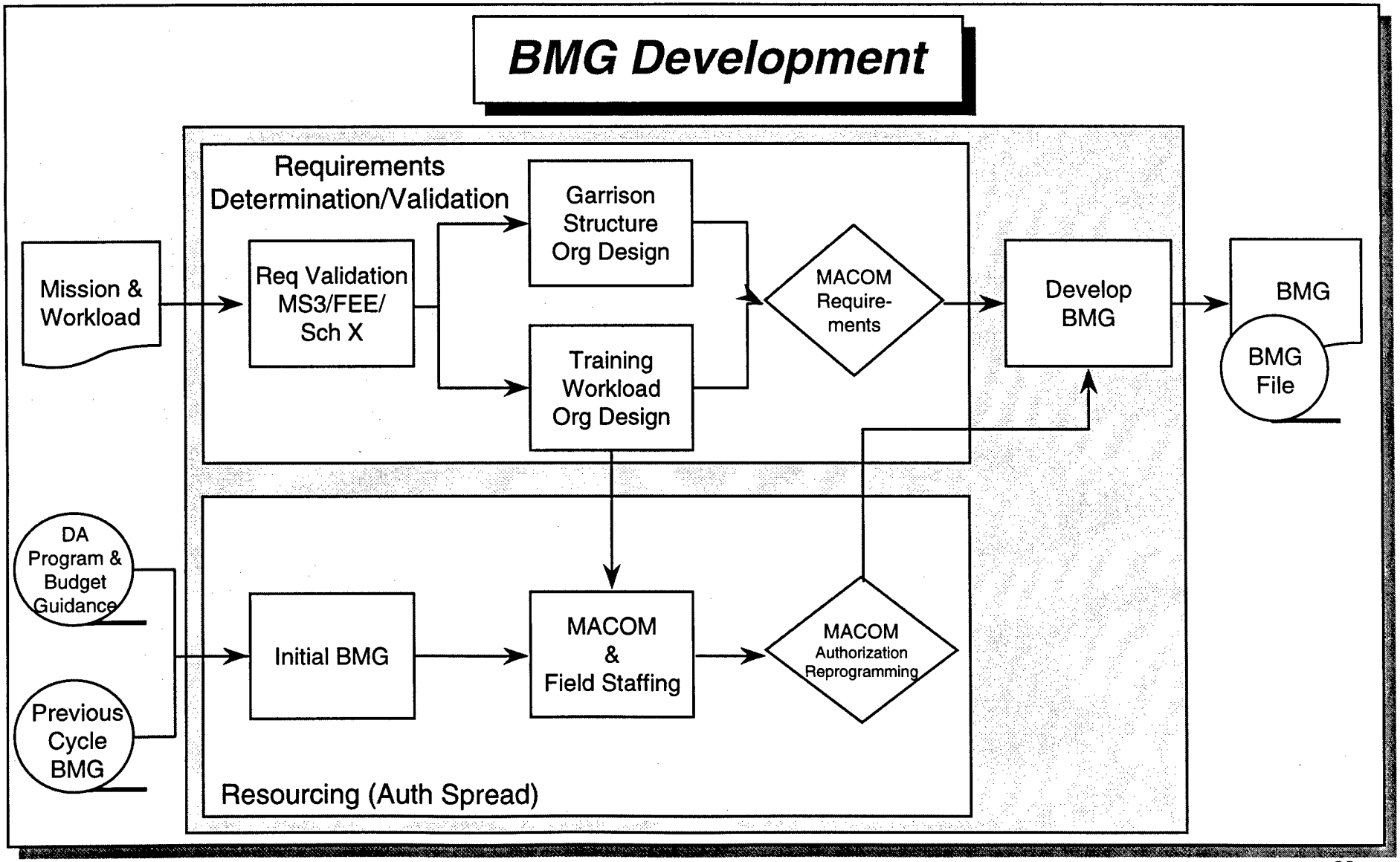

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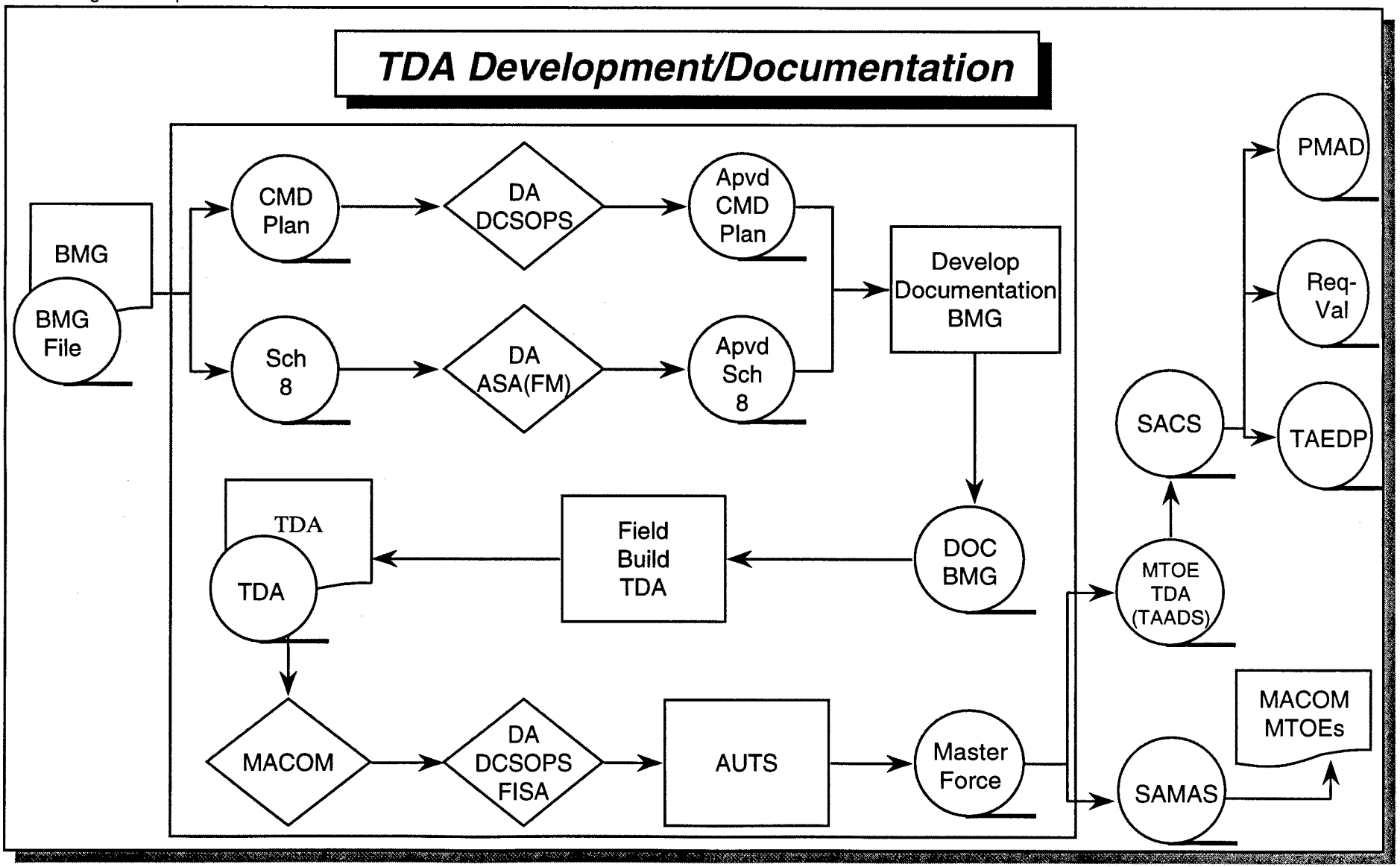
Table of Distribution and Allowances Process



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Base Case Assessment Organize (TDA)

- TDA Organize process needs improvements to enhance the requirements determination and justification process while maintaining flexible local mission and workload execution.

- TDA Organize system needs streamlining to eliminate bookkeeping procedures which do not add value to the process.

- TDA Organize process needs to utilize information technologies (existing and future) to improve effectiveness.

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Organize (TDA)
Part 1 - Selected Enhancements

1. Designate one department level organization to be responsible for the manpower management system.

2. Establish a single manpower management system which provides:

   - required updates to DA data bases
   - mil and civ distribution for required reporting periods
   - a baseline for TDA's.

   a. Reduce reporting for Command Plans, Schedule 8's, and TDA documents.

   b. Publish manpower guidance to match Management of Change windows. (MTOE MOC windows are now annual.)

3. Consolidate Manpower and Budget reporting codes. (Use AMSCO.)

4. HQDA adopt on-line TDA system in lieu of installation TAADS-R System. (System currently used by two MACOMs and other organizations. Primary cost would be limited to hardware.)

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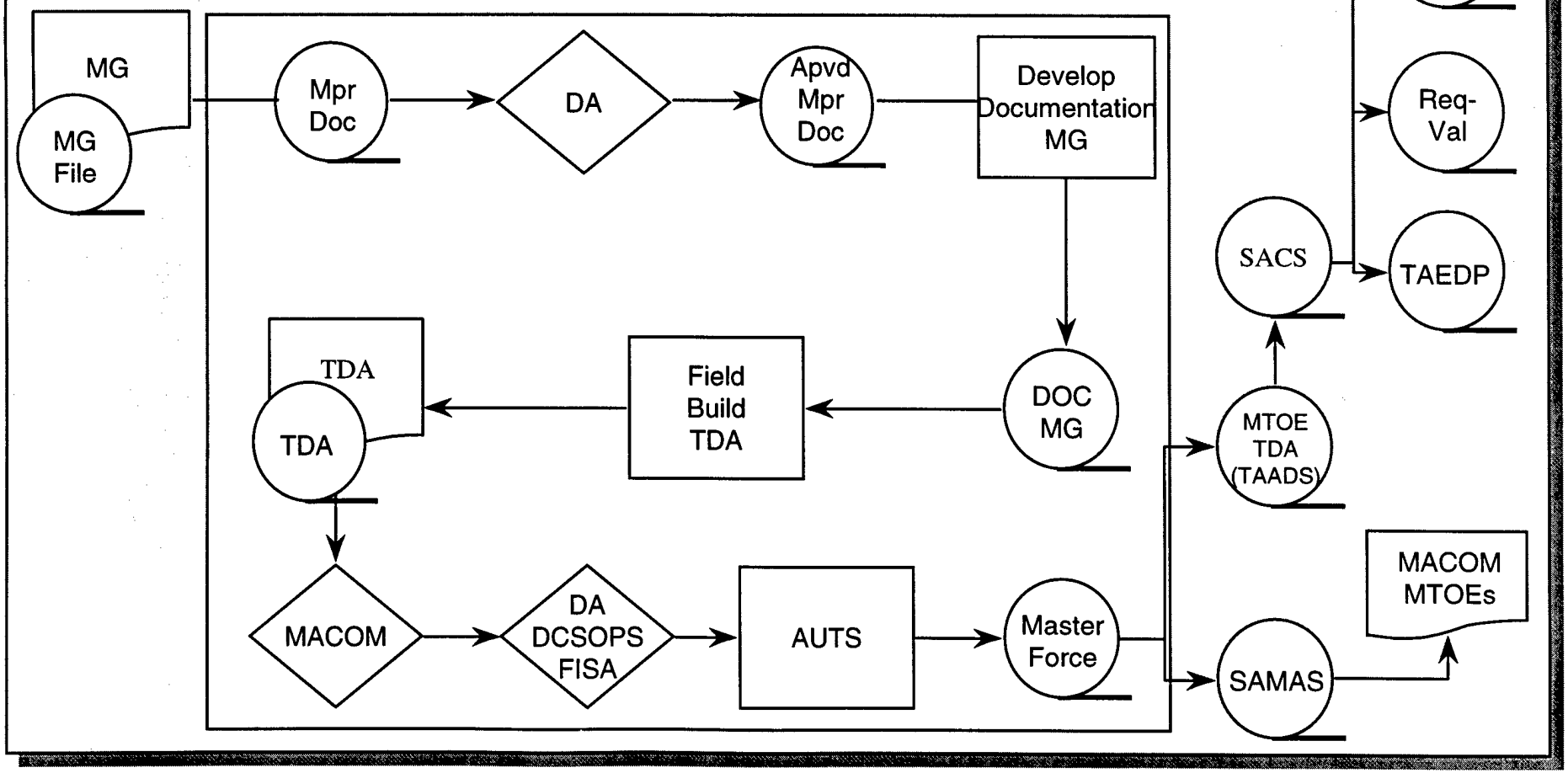
Organize (TDA)
Part 1 - Selected Enhancements Continued

Table of Distribution and Allowances (TDA) Development/Documentation



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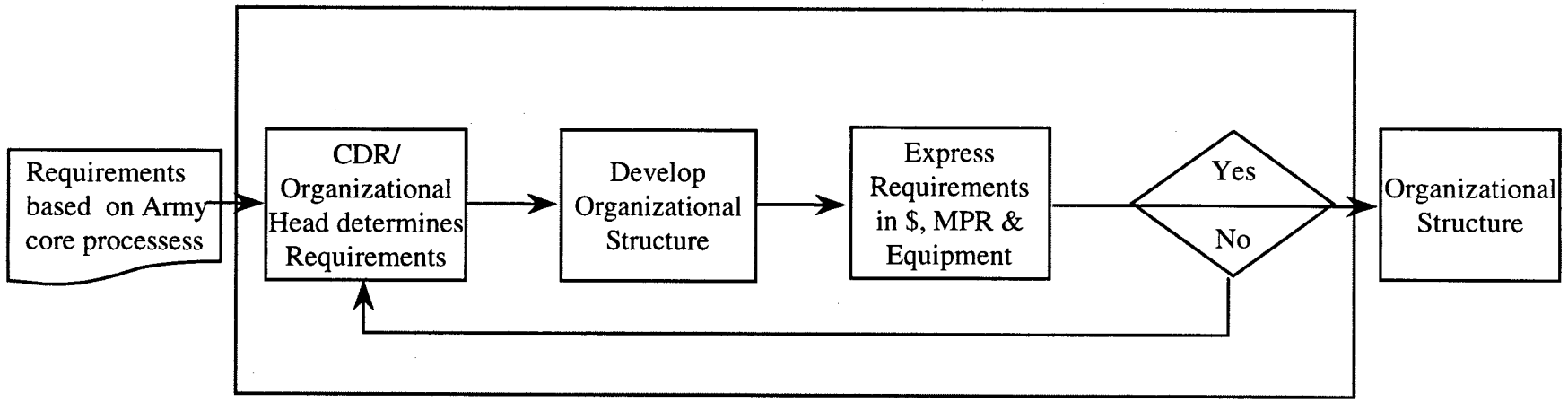
Organize (TDA)
Part 2 - Customer & Product Based

Organization Design



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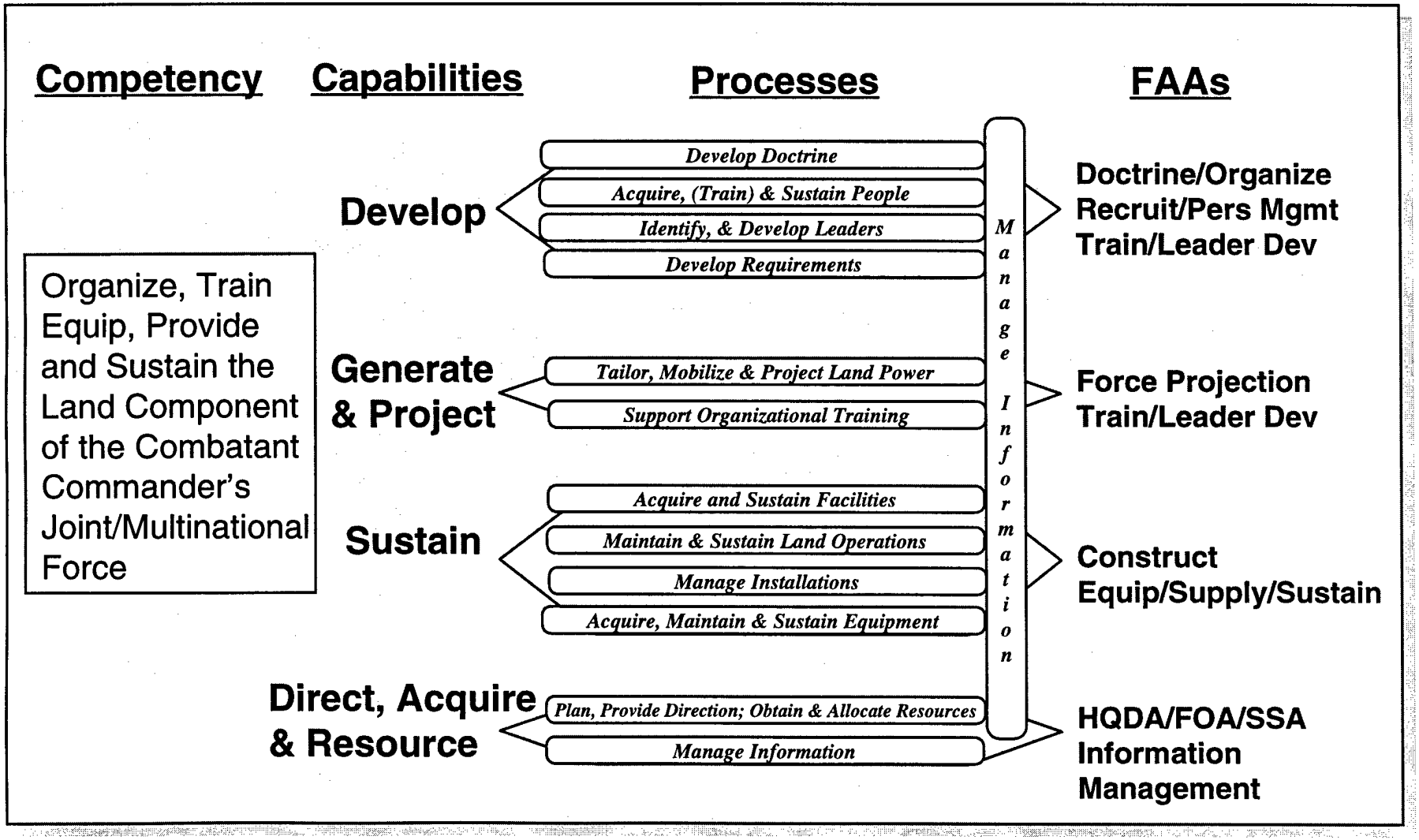
Organize (TDA)
Part 2 - Customer & Product Based



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Org & Mat Rqmt Det

Organize (TDA)
Part 2 - Customer & Product Based

GOALS:

-- Define proponents, processes, products & customers

-- Improve resource allocation through linkage to Twelve Core processes

-- Improve linkage between operational and institutional organizations

-- Establish measures of effectiveness and performance for products

-- Decentralize execution and reduce bookkeeping

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Org & Mat Rqmt Det

Organize (TDA)
Part 2 - Customer & Product Based

1. Design the Organize process for the "TDA Army" based on the twelve core processes of:

   - Develop Doctrine
   - Acquire, (Train) and Sustain People
   - Identify and Develop Leaders
   - Develop Requirements
   - Tailor, Mobilize & Project Land Force
   - Support Organizational Training
   - Acquire & Maintain Facilities
   - Maintain & Sustain Land Operations
   - Manage Installations
   - Acquire, Maintain & Sustain Equipment
   - Plan Provide Direction; Obtain & Allocate Resource
   - Manage Information

2. Establish a comprehensive list of subprocesses which will serve to further define the twelve core processes.

   Example:

Process	Subprocess
Tailor, Mobilize & Project Land Forces	Deployment Training

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Org & Mat Rqmt Det

Organize (TDA)
Part 2 - Customer & Product Based

3. Identify products for the various sub-processes. **Example:**

Subprocess	Product
Deployment Training	trained units and soldiers

4. Identify customers for the products. **Example:** Customer = CINCs

5. Identify Measures of Efficiencies/Effectiveness (MOE) and Measures of Performance (MOP) for the products.
   Example: Percentage of units and soldiers qualified through deployment training

6. Allocate resources ($, manpower, and equipment) and issue "summary" PBG to proponents associated with the Twelve Core processes. Seek enablers to reduce all bookkeeping which does not add value to execution of proponent requirements.

7. Develop and execute a customer grading system of products based on approved MOE and MOP (feedback loop).

8. Develop and maintain macro policy that governs above.

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Organize (TDA)
Part 2 - Customer & Product Based

- Defines proponents, processes, products and customers and allows for execution of process at lowest level with a minimum of bookkeeping

Pros

- Improves linkage between operational and institutional organizations
- Decentralized execution and minimizes bookkeeping
- Establishes MOEs and MOPs
- Closer compliance with NPR
- Command prerogative
- Migrate towards common organization/force design system

Cons

- New concept and methodology must be developed
- Requires OSD and higher enablers
- Unknown cost and workload to execute
- Cultural impact
- Not assured method of operation for the Army

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Organizational (Structure) Alternatives

- **TRADOC XXI** - Centers of Excellence
- **Total Revision** - Consolidate Army CD Activity
- **Significantly Smaller/Different** - Enhanced TRADOC

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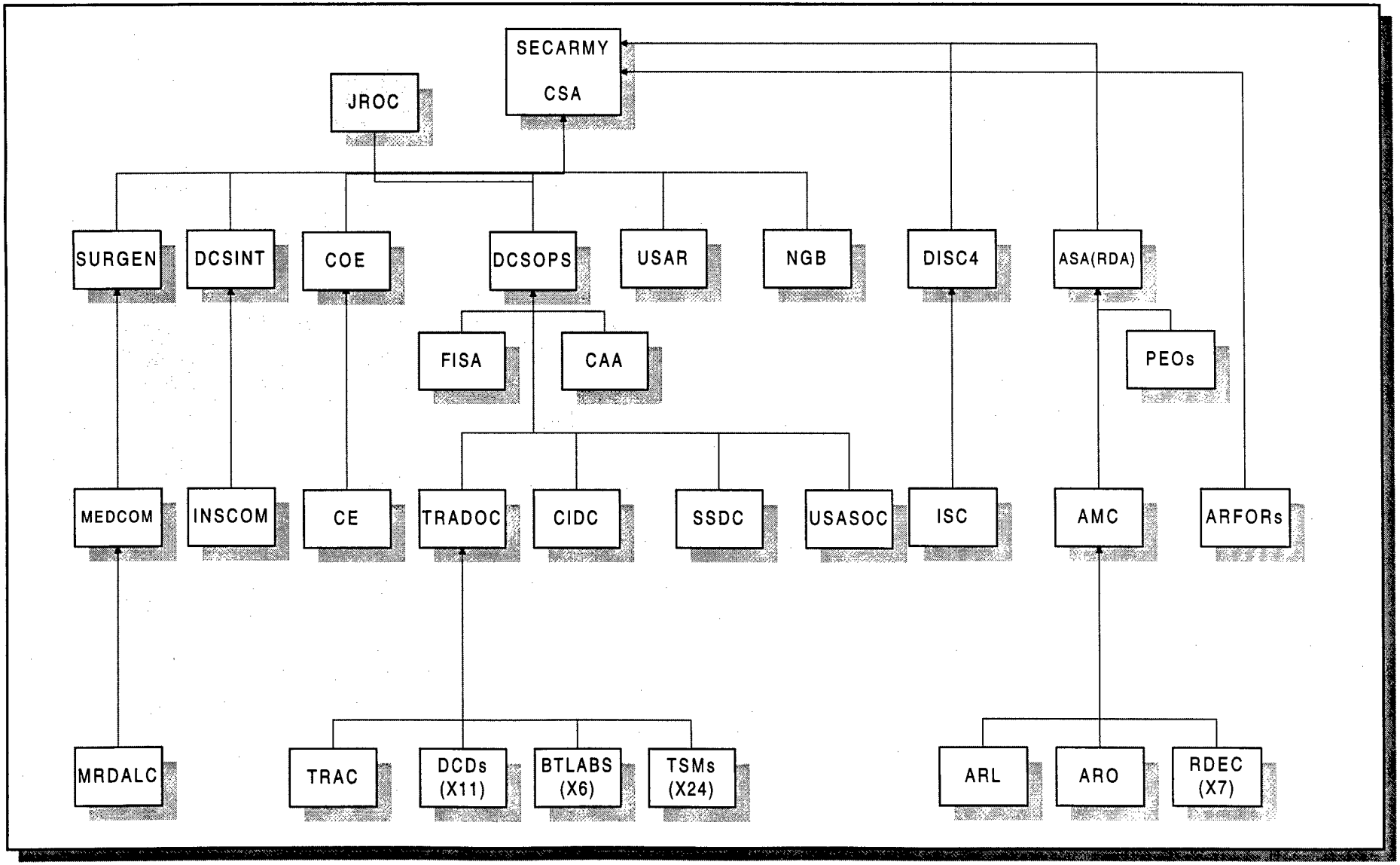
O&M Organizations Base Case



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TRADOC XXI
Centers of Excellence

Current:

- Structure: 11 DCDs, 6 Battle Labs and 24 TSMs
- Functions: Relationship between DCD, Battle Lab, & TSM ambiguous

Proposed:

- Consolidate at a number of locations (6 centers), based on "Enduring Battlefield Functions"
  - Battle Command
  - Mounted Maneuver
  - Dismounted Maneuver
  - Fires
  - Mobility & Survivability
  - Sustainment
- Clearly defined responsibilities for DCDs, Battle Labs, and TSMs

Pros:

- Fully institute battle lab approach
- Improved horizontal integration
- Reduces layering and overhead
- Moderate personnel turbulence/relocation costs/facility costs

Cons:

- Potential loss of subject matter expertise
- Loss of proponent influence

Basic tenet:
"Battle Lab" is a way of doing business, not a geographical location.

Broader combined arms view

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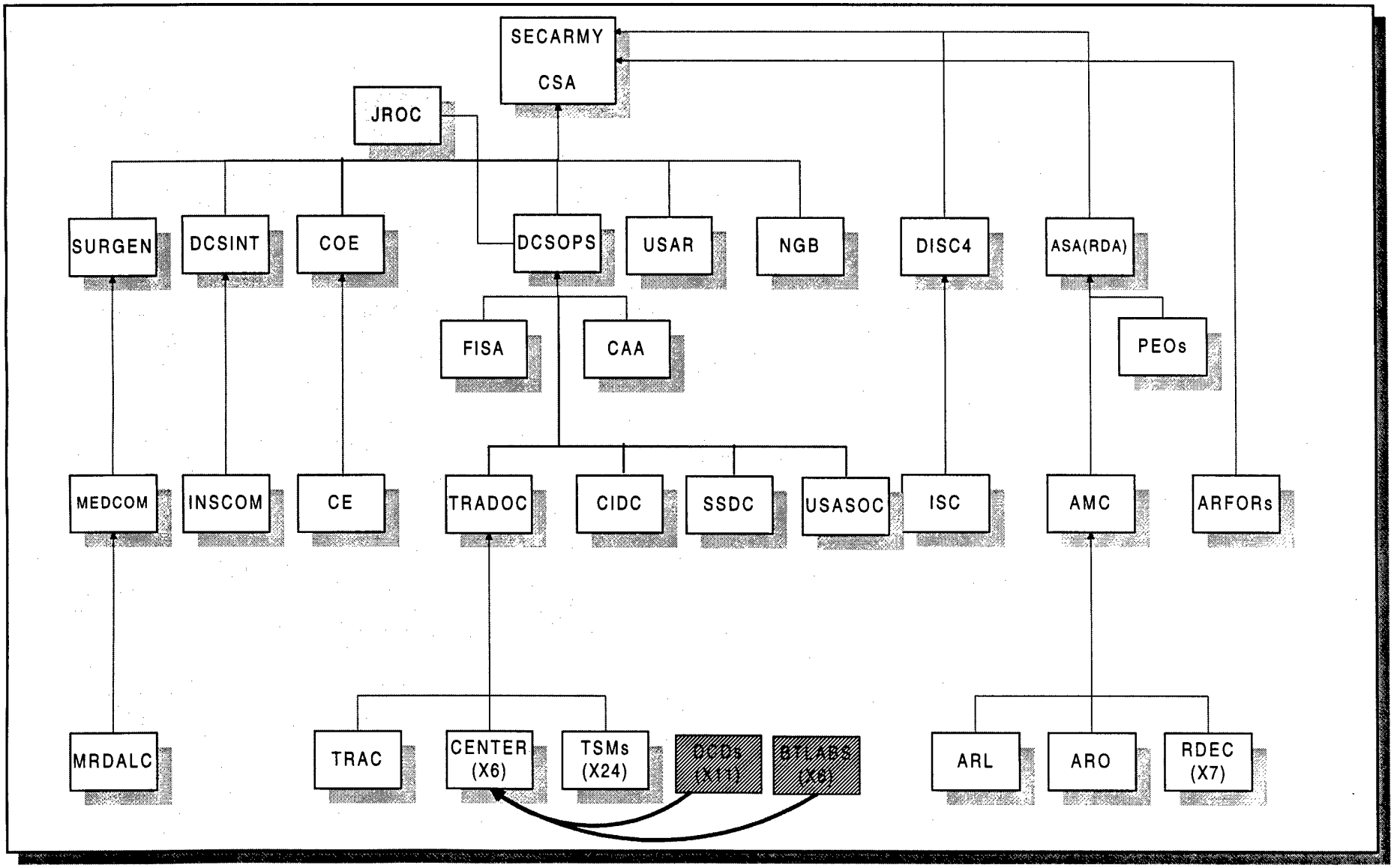
O&M Organizations
TRADOC XXI



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TRADOC XXI
Centers of Excellence
Alternative Costing

CD is Level of Effort

Manpower

Base Case	Alternative
FY - Authorizations:	
96 - 2,889	
97 - 2,736	
98 - 2,735	
99 - 2,735	
00 - 2,735	
01 - 2,440*	

Workload Increasing

FY 87- 97 Manpower -49%

*THAADS Battery Inactivated (-295)

Dollars ($M)

Base Case		Alternative
FY - OMA	OMA/RDTE	
96 - $ 95.9	$103.6	
97 - $109.8*	$120.9*	
98 - $102.1*	$119.6*	
99 - $ 84.4	$ 95.6	
00 - $ 85.4	$ 96.5	
01 - $ 85.9	$ 97.0	

CD on verge of bankrupcy

*Incl $16M AWE *Incl OMA and RDTE AWE $$

Enabling Investment:

- High speed connectivity within CD community funded as FY 96 KEI ($582 OMA, $95K OPA)
- Enhancement of BL and DCD Simulation Centers funded as FY 96 KEI ($1.6M)

TRADOC XXI alternative pertains to TRADOC only

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Total Revision - Consolidate Army CD Activity

Current:

- **TRADOC, as the primary Army combat developer, performs "organize" and "materiel requirements determination" functions and reports to DCSOPS.**
- **ISC, INSCOM, MEDCOM, CIDC, SSDC, JFKSWC, USAR, and ARNG also perform these functions for their organizations and report to various DCS at HQDA.**

Proposed:

- **Align all Army CD activities into TRADOC. Builds on Centers of Excellence structure.**
- **Some remain at current locations, but under TRADOC; others move to Centers of Excellence.**

Pros:

- **Unity of effort**
- **Accommodates JWCA and JROC**
- **Potential manpower savings**
- **Seamless view of operations**
- **Expands view to include corps and above**

Cons:

- **Potential loss of touch with subject matter experts**
- **Loss of control by MACOMs/DA staff**

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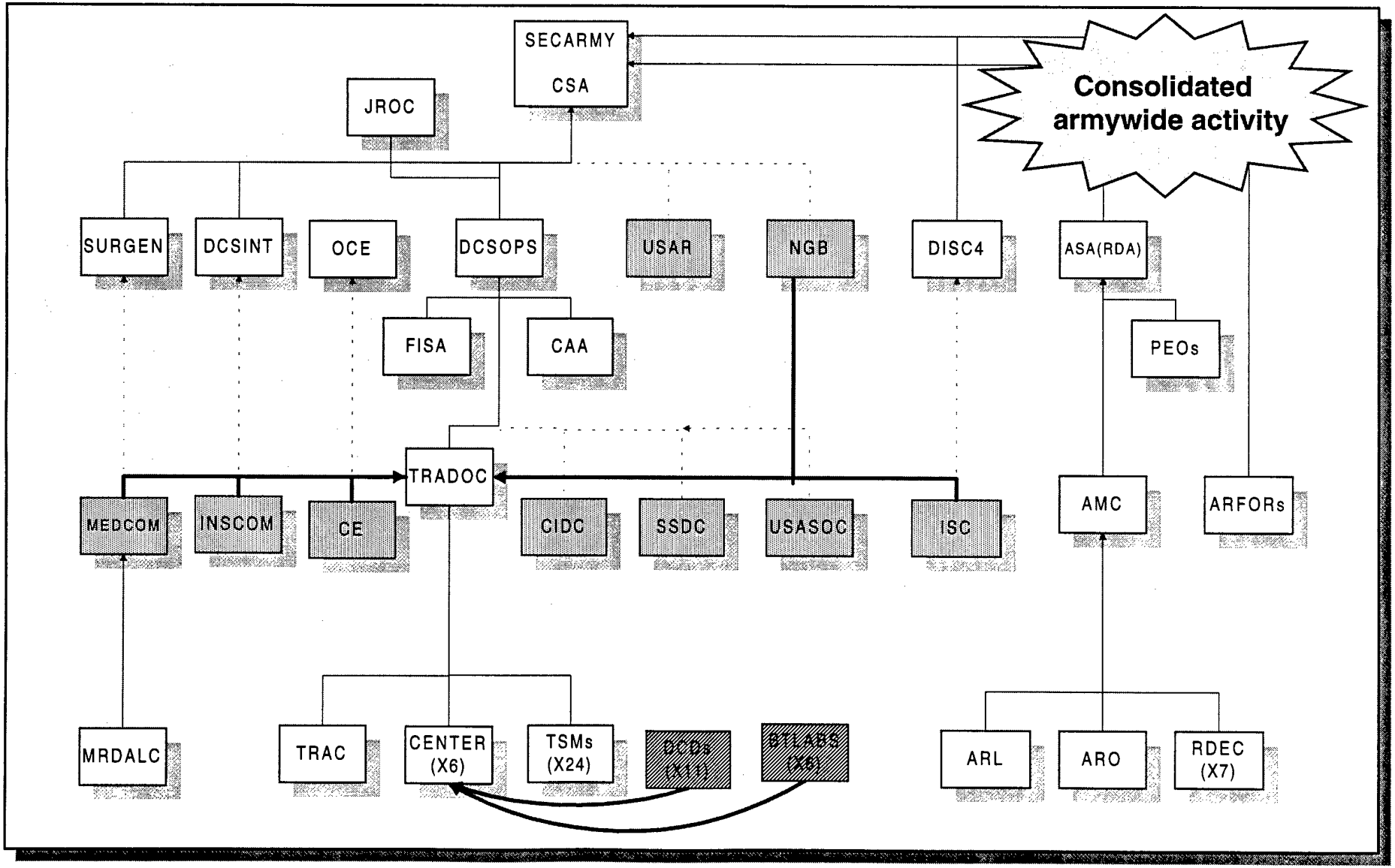
O&M Organizations Total Revision



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Total Revision - Consolidate Army CD Activity *Alternative Costing*

Manpower		Dollars ($M)	
Base Case	Alternative	Base Case	Alternative
FY - Authorizations:		FY- MPA/OMA/RDTE	
96 - 3,673		96 - $288M	

Potential savings unknown at this time.

Enabling Investment:

- DSI T1 connectivity available to all CD sites.
- Enhancements may be required.

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Significantly Smaller/Different - Enhanced TRADOC

Current:

- Combat developer and materiel developer exist in separate organizations.
- HQDA serves as approval authority for major/selected systems.
- ARFOR Commanders communicate requirements to HQDA.

Proposed:

- Consolidate materiel developer in TRADOC to create a concept up to production command.
- Acquisition would remain a responsibility of the AMC/AAE structure.
- O&M solution decision authority vested in TRADOC.
- ARFOR communicate requirements to TRADOC.

Pros:

- All DTLOMS solution approval authority in one command.
- Enhances JWCA and JROC
- Potential manpower savings
- Expands view to include corps & above
- Easier user interface

Cons:

- Potential loss of touch with subject matter experts
- Loss of control by MACOMs/DA staff
- Major changes in proponency
- Major changes in roles and missions

Rejected - Not Plausible

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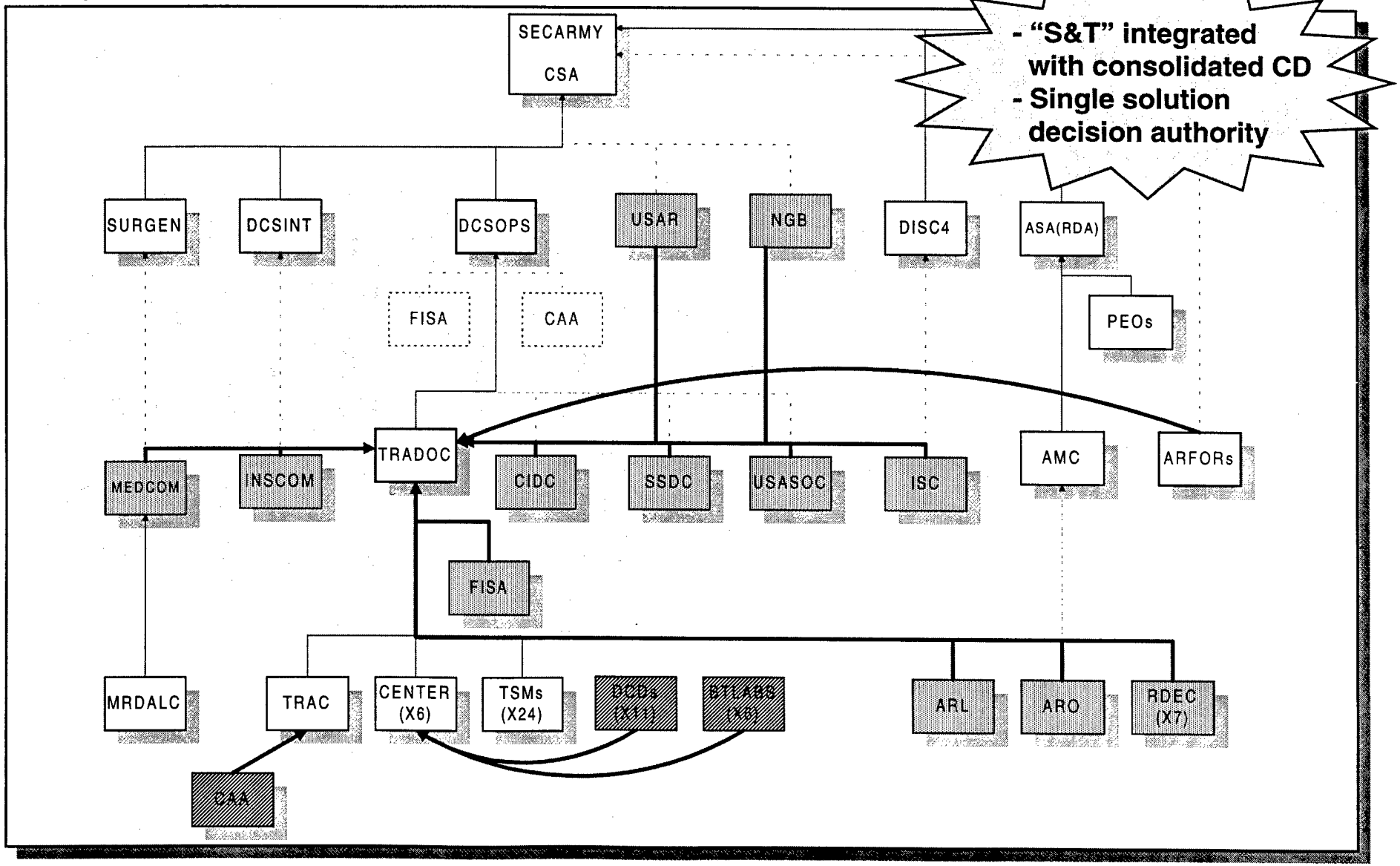
O&M Organizations Significantly Smaller/Different



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Significantly Smaller/Different - Enhanced TRADOC *Alternative Costing*

Base case manpower expanded to include:

AMSAA	393	Mil and civ
ARL	2,766	Mil and civ
ARO	119	Mil and civ
RDECs	11,163	Civ only; mil auth unavailable
Remainder of SSDC	1,100	Mil and civ
COE (Rsch Lab)	1,211	Mil and civ
MEDCOM (USAMDA)	56	Mil and civ
Remainder of CAA	163	Mil and civ

Potential savings unknown at this time.

Enabling Investment:

- DSI T1 connectivity appears to be available to all CD sites.
- Enhancements may be required.

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Conclusions

- Document "Materiel Requirements Determination" process as developed over last two years.
- Support CORM recommendation to restructure PPBES; incorporate measures to accommodate documented process.
- Accelerate TAA process to annual basis.
- Reduce MTOE process to annual basis.
- Eliminate DA review from TOE process; have OI attend FISA Review Board.
- Explore feasibility of combining TOE and MTOE.
- Implement Part 1 of Organize (TDA) process changes.

- Phase II
  - Plan/implement consolidation of Army CD activity in TRADOC.
  - Continue detailed study of organize function
    - -- mission implications of TOE/TDA mix
    - -- efficiencies in TDA process.

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Issue: Regulations

TITLE 10 Function/Process: Organize and Materiel Requirements Determination

TDA Core Competency: Organize, train, equip, provide and sustain the land component of the combatant commander's joint/multi-national force

Product: Organizational Documents and Materiel Requirements Documents

Customer: Combat Development, Materiel Development, and Acquisition communities; DA activities

Issue: Many regulations need to be updated and consolidated. Why maintain separate regulations for related aspects of a functional area? Timing is critical to this effort.

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Issue: Approval/Prioritization of Requirement Documents

TITLE 10 Function/Process: Organize and Materiel Requirements Determination

TDA Core Competency: Organize, train, equip, provide and sustain the land component of the combatant commander's joint/multi-national force.

Product: Organizational Documents and Materiel Requirements Documents

Customer: Combat Development, Materiel Development and Acquisition communities and DA activities

Issue: Who should approve or disapprove, and prioritize requirements documents (e.g. MNS/ORD)?

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Issue: Significance of CD-MD Friction

TITLE 10 Function/Process: Organize and Materiel Requirements Determination

TDA Core Competency: Organize, train, equip, provide and sustain the land component of the combatant commander's joint/multi-national force.

Product: Organizational Documents and Materiel Requirements Documents

Customer: Combat Development, Materiel Development and Acquisition communities and DA activities

Issue: Is back and forth friction (concept - S&T - requirement - etc.) between Combat Development and Materiel Development significant enough to warrant major reengineering (beyond the institutionalization of the integrated product team approach)?

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Issue: CINC, ARFOR Requirements

TITLE 10 Function/Process: Organize and Materiel Requirements Determination

TDA Core Competency: Organize, train, equip, provide and sustain the land component of the combatant commander's joint/multi-national force.

Product: Organizational Documents and Materiel Requirements Documents

Customer: Combat Development, Materiel Development and Acquisition communities and DA activities

Issue: Should CINC, ARFOR requirements continue to enter the system through HQDA?

REDESIGN OF THE INSTITUTIONAL ARMY

Information Briefing

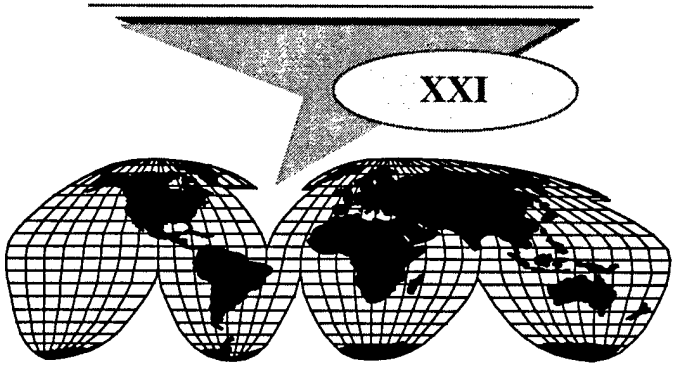
VCSA

November 29, 1995

FORCE XXI

This is an Information Briefing for the VCSA to set the stage for the Organize, Doctrine, Training and Leader Development FAA to be conducted by TRADOC on 1 December 1995

F O R C E



Organize FAA

"Develop Requirements" Process

What's wrong with the current Process ?

Customer

- Customers not clearly defined
- Products not clearly defined
- Process not "holistic" TOE - TDA
- Process too slow (force generation)

Process Owner

- Multiple "process owners"
- Multiple "hand-offs"
- Process is manpower and time intensive
- Resources not tied to product nor process

Develop Requirements

	Measures	Standard
Customer	***Effectiveness***	***Performance***
	Establish Direction • CINCs Strategy (JSPS) • JT/DF NMS • MACOM s(ASCC) - The Army Plan (TAP)	• Joint Strategy Review (JSR) • Defense Planning Guidance (DPG) • Issues addressed in TAP
	Acquire Assets • CINCs Integrated Priority Lists (IPLs) • JT/DF CPA/PDM • MACOM POM	• CINCs Preparedness Assessment Report (CSPAR) • Chairman's Program Assessment (CPA); PDM • MACOM PARs
	Provide Capability • CINCs OPLAN • JT/DF JSCP/ PBD • MACOM Documented Forces (TDA/MTOE)	• CJCS Preparedness Assessment Report (PAR) • Joint Military Net Assessment (JMNA) • Force Generation in less than 24 months
Process Owner	***Efficiency*** Minimize Use of Resources – Minimize Process Hand-offs – Eliminate Redundancies	***Performance*** • Time • Dollars • Manpower • Facilities

Develop Requirements

Establish Direction

PROCESS	*ORGANIZATIONS*
•NSS • NMS • JSPS	• OSD • JCS • CINCs
• Force Management	• HQDA (A-8)
• Force Development (TOE & TDA) – DTLOMS	•TRADOC

"to be"

- **HQDA establish a Director for Force Structure, Resources & Assessments (A-8)[DAMO-FD(-); PAED; CAA]**
  - **DCSREQ (single Army agency for program requirements and interface with J-8)**
- **Consolidate all MACOM Force Development functions in TRADOC**
  - **ISC; INSCOM; CIDC; SSDC; MEDCOM; SOCOM; USAR; ARNG; DAMO-FD(-)/FISA**
  - **S&T from AMC to TRADOC**
- **Transfer all Force Development functions/divisions/FOAs/SSAs to the "Force Development Command" [TRADOC]**
  - **a single Army MACOM responsible for design thru documentation**

Develop Requirements

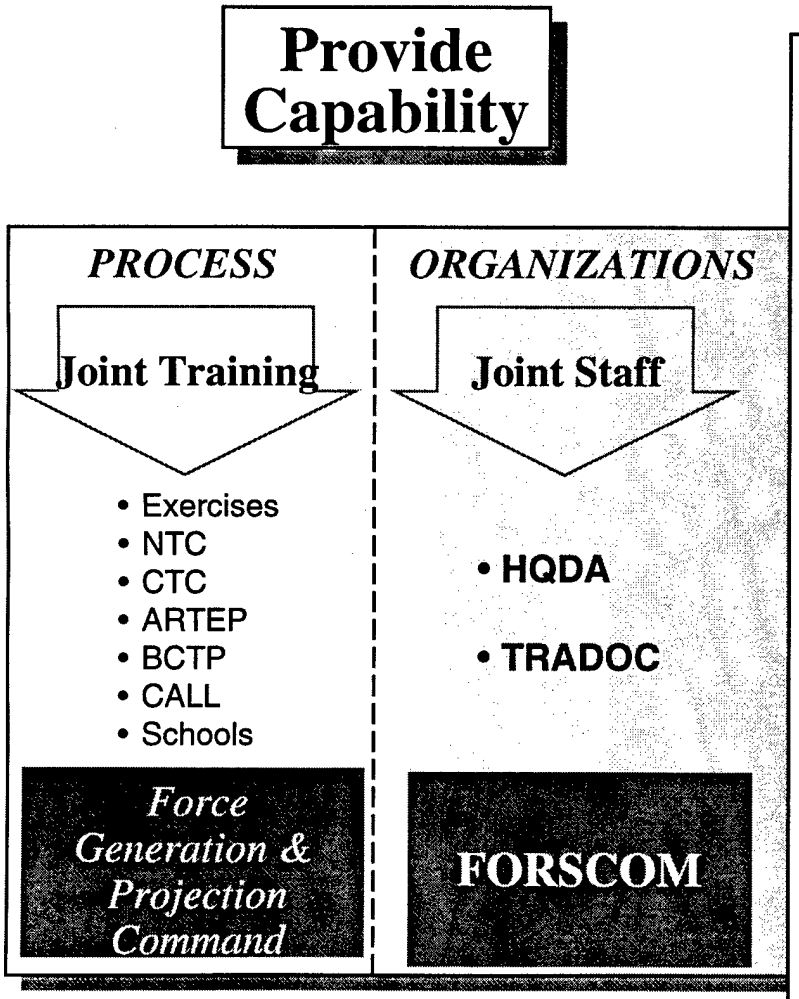
Acquire Assets

PROCESS	*ORGANIZATIONS*
Acquire the - personnel, materiel and facilities necessary to create TOE/TDA units: •TOE Staffing - FDU - BOIP - QQPRI •TDA Staffing - MS3 - BMG •TAA •SACS - TAEDP - REQVAL - PMAD - ASIP	• **OSD** • **JCS** • **CINCs** • **HQDA** - A-8 • **TRADOC** - Battle Labs - S & T

"to be"

- **Army "A-8" justifies Army requirements (programs) in terms of JROC/JWCA and CINCs operational requirements**
  - **Provides input (direction) to Army CBRS**
- **The Force Development command (TRADOC) establishes a doctrinal link, across DTLOMS, to define requirements (TOE & TDA), concept base, doctrinally sound Land Force capability for the CINCs**
  - **Visionary Future "concepts, doctrine and structure"**
- **TAA, SACS, TAADS done on-line (nearly real time)**

Develop Requirements



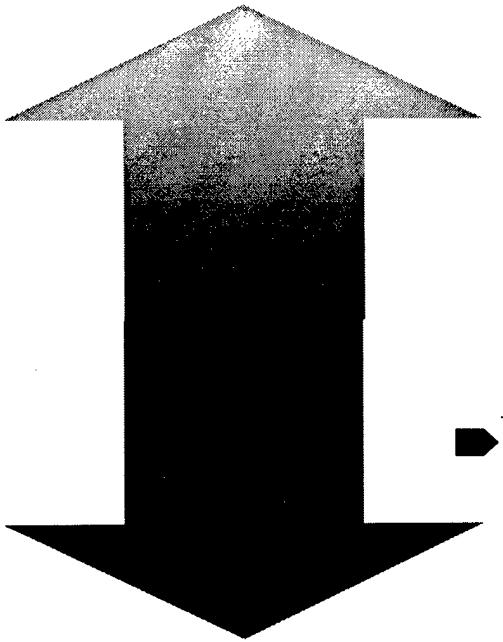
"to be"

- **HQDA, Director for Force Structure, Resources & Assessments, (A-8) establishes the link between Joint requirements and Army requirements**
- **The Force Development command (TRADOC) establishes:**
  - **FDU continuously on-line (TOE/TDA)**
  - **TAA "on demand"**
  - **CENDOC "on-line"**
  - **Doctrinal TPFDD "on demand"**
- **The Force Generation Command (FORSCOM)**
  - **"Assembles" the product**
  - **Process owner for Unit Training**
  - **Process owner for adjusting doctrinal TPFDD to CINC TPFDL(sourcing)**
  - **Projects the required operational capability (TPFDL) to given supported CINC.**
- **Joint Training is the "feed-back loop" for tying JROC/JWCA and Army Force Structure to CINCs required operational capability**

Develop Requirements

Prioritization of Process Changes

Easy/Cheap/Early

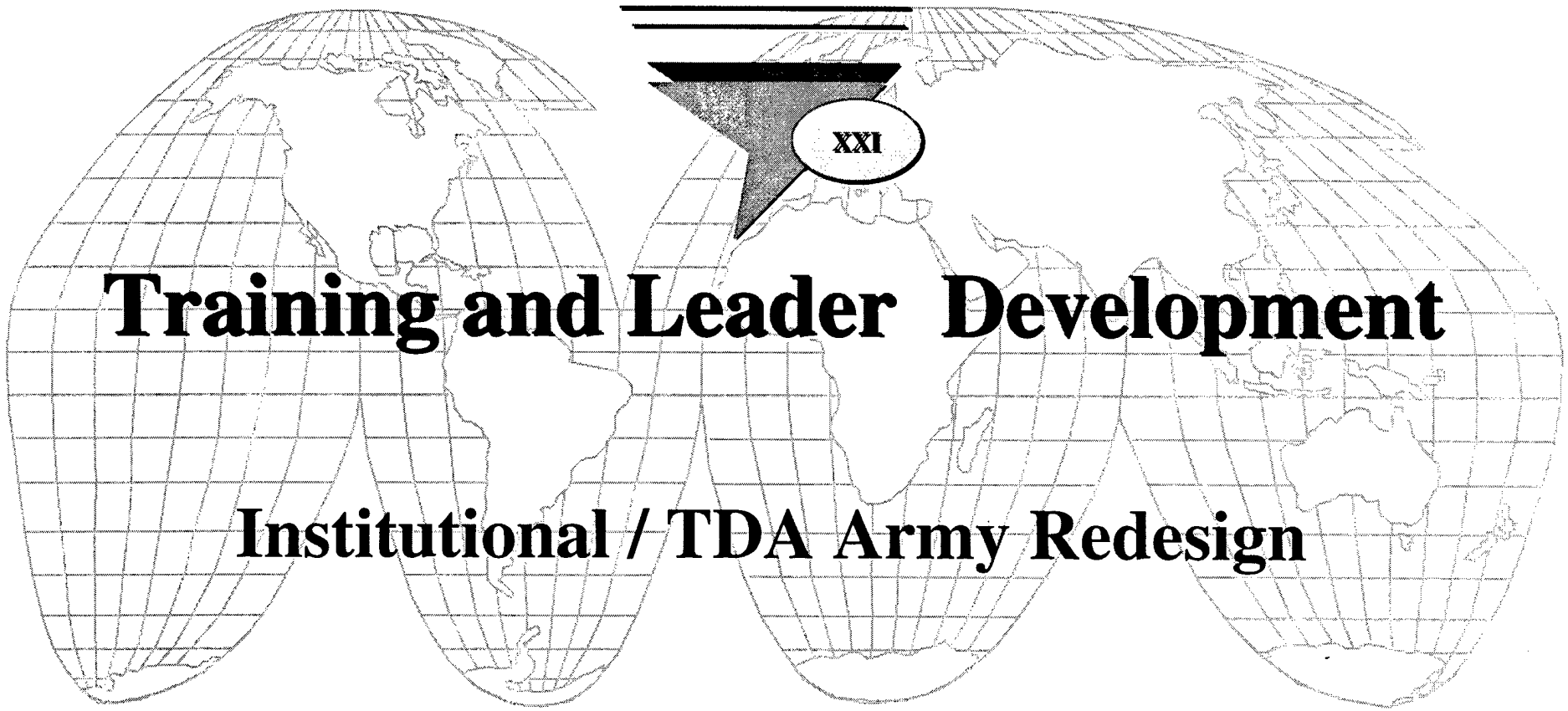


Action	TRADOC	Experiment
• HQDA Requirements Process Owner	+	Analysis/Exer
• TRADOC Force Development Owner	+	Exercise
• TRADOC DOC/CD Merged	-	Exercise
• TAA; SACS; TAADS "On-line" WWW	+	Exercise(JV BBS)
• Move DAMO-FD(-) to TRADOC	+	Exercise
• Battle Labs process to CBRS	+	Exercise(GHQ)
➡ • *Tie JWCA to Force Development*	-	*JCS Exer/Study)*

➡ *Requires JCS/OSD approval*

Hard/Expensive/Later

F O R C E



Training and Leader Development

Institutional / TDA Army Redesign

Training and Leader Development FAA

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Training and Leader Development FAA Mission

TRADOC, as the Army's executive agent for Training and Leader Development FAA, participates in redesign of Institutional / TDA Army by:

- **Conducting Training / Leader Development FAA that assess *Army-wide* institutional training and leader development.**
- **Establishing base case laydown of current processes and resources (FY96).**
- **Developing three courses of action for the development and integration of Army military and civilian training and leader development to meet Force XXI requirements.**

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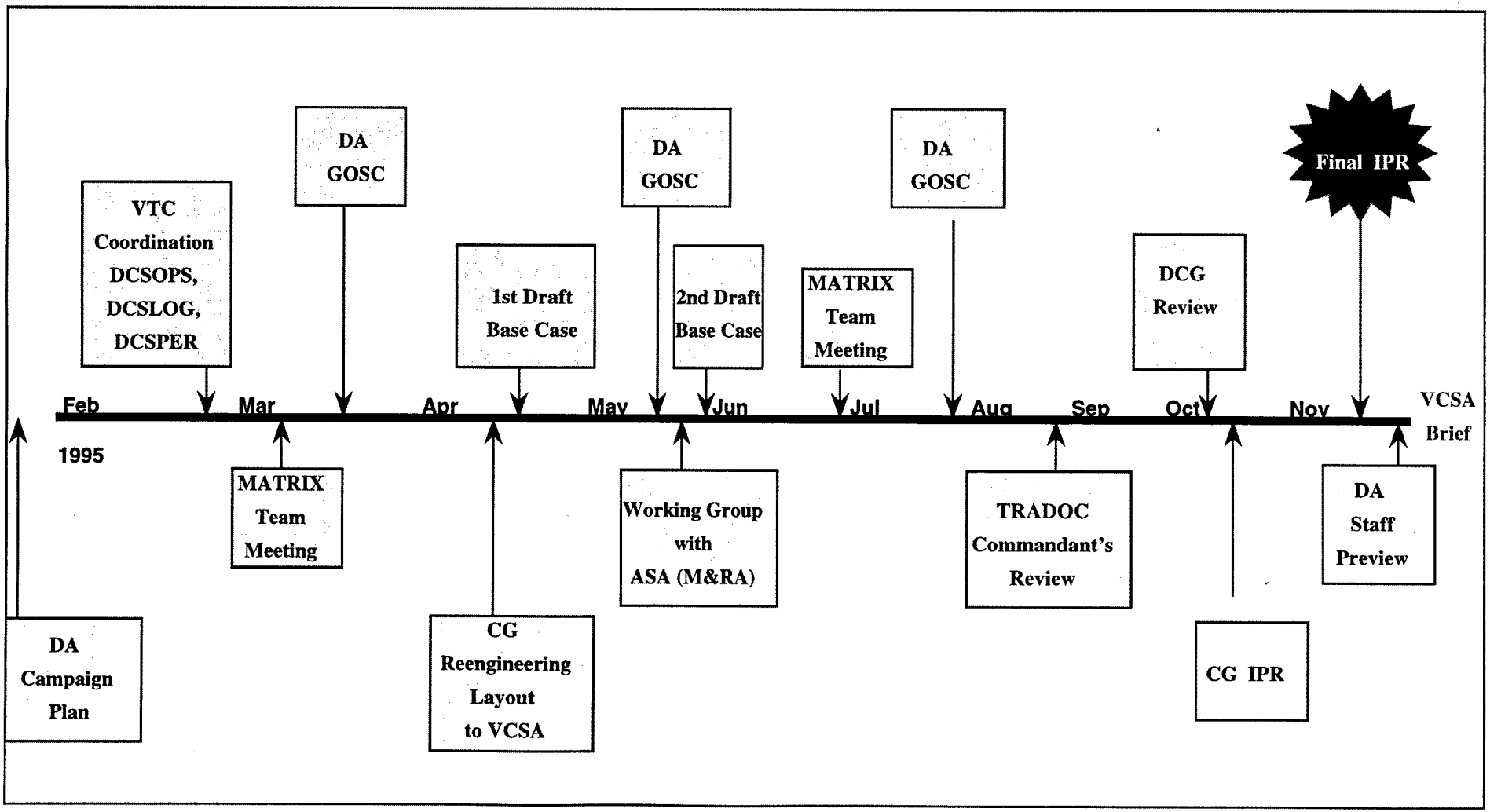
FAA Time Line



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Organization/Team Composition

Matrix Team

Army Staff

- DCSPER
- DCSLOG
- DCSOPS
- ACSIM

MACOMS

- 8th Army
- USAREUR
- INSCOM
- SOCOM
- MEDCOM
- FORSCOM
- AMC
- PACOM
- Corps of Eng
- USARSO
- USAREC
- PERSCOM
- CIDC

TRADOC Staff

- DCSRM
- DCSBOS
- DCST
  - TDAD
  - ITD
  - PMD
  - TASSCA
  - CTCD
  - TOMA
  - ADCST-W
    - ATSC
- DCSDOC
- DCSCD
- DCSIM
- CIG

Other TRADOC Organizations

- CAC
- CASCOM
- TRADOC Schools
- CGSC (CAL)
- WOCC
- Cadet Command
- SMA

Other Organizations

- ASA (M&RA)
- ASA (RD&A)
- DISC4
- AWC
- USMA
- TJAG
- USAR
- ARNG

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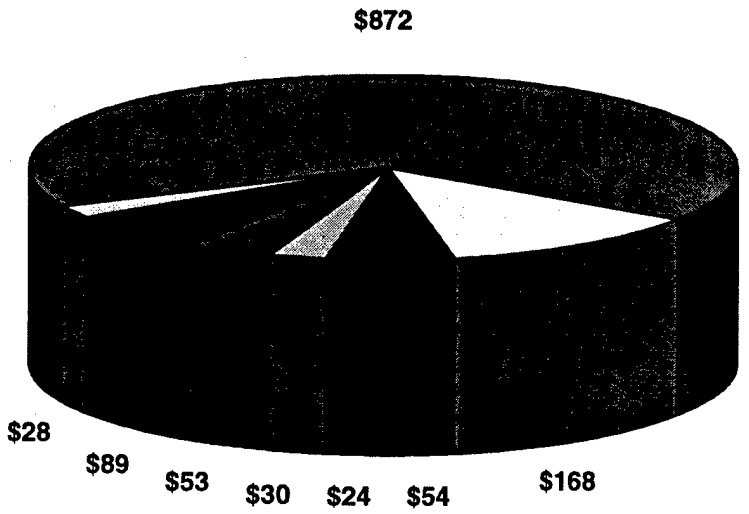
FY 96 Resources

Institutional Training Budget



Source: HQDA FY96/FY97 Budget Estimates, Feb 95

Dollars expressed in millions
Does not include BASOPS $
Civilian technical training not included

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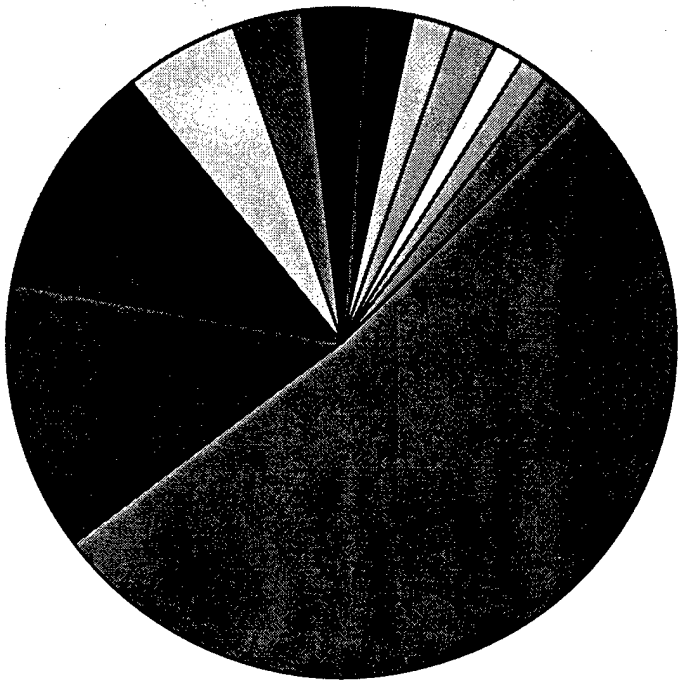
Overview
Who Trains the Army

FY96 Training Requirements
Resident Student Inputs
Total: 697,556



Conducting Tng	Qty
TRADOC	364,699
USAR	90,613
ARNG	79,513
MEDCOM	39,155
NON-DOD	22,309
OTHER SVC	22,176
OTHER ARMY	15,004
FORSCOM	14,371
AMC	14,009
ARMY SPON DOD	11,379
SOCOM	9,116
OTHER	15,212

Source:ATRRS

Does not include 257,421 Students Enrolled in ACCP FY94

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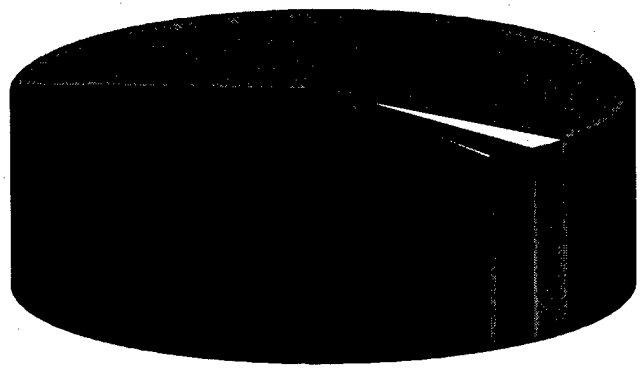
FY 96 Resources

Institutional Training Manpower



	MIL	CIV	Total
■ TRADOC	26,766	7,127	33,893
HQDA	27	1,535	1,559
■ FORSCOM/ USAREUR	523	347	870
■ MEDCOM		432	432
NDU	88	236	324
■ USMA	672	891	1,563
■ Reserve Component			18,125
Other	168	286	454

Source: HQDA FY96/FY97 Budget Estimates, Feb 95

TDA Manpower only

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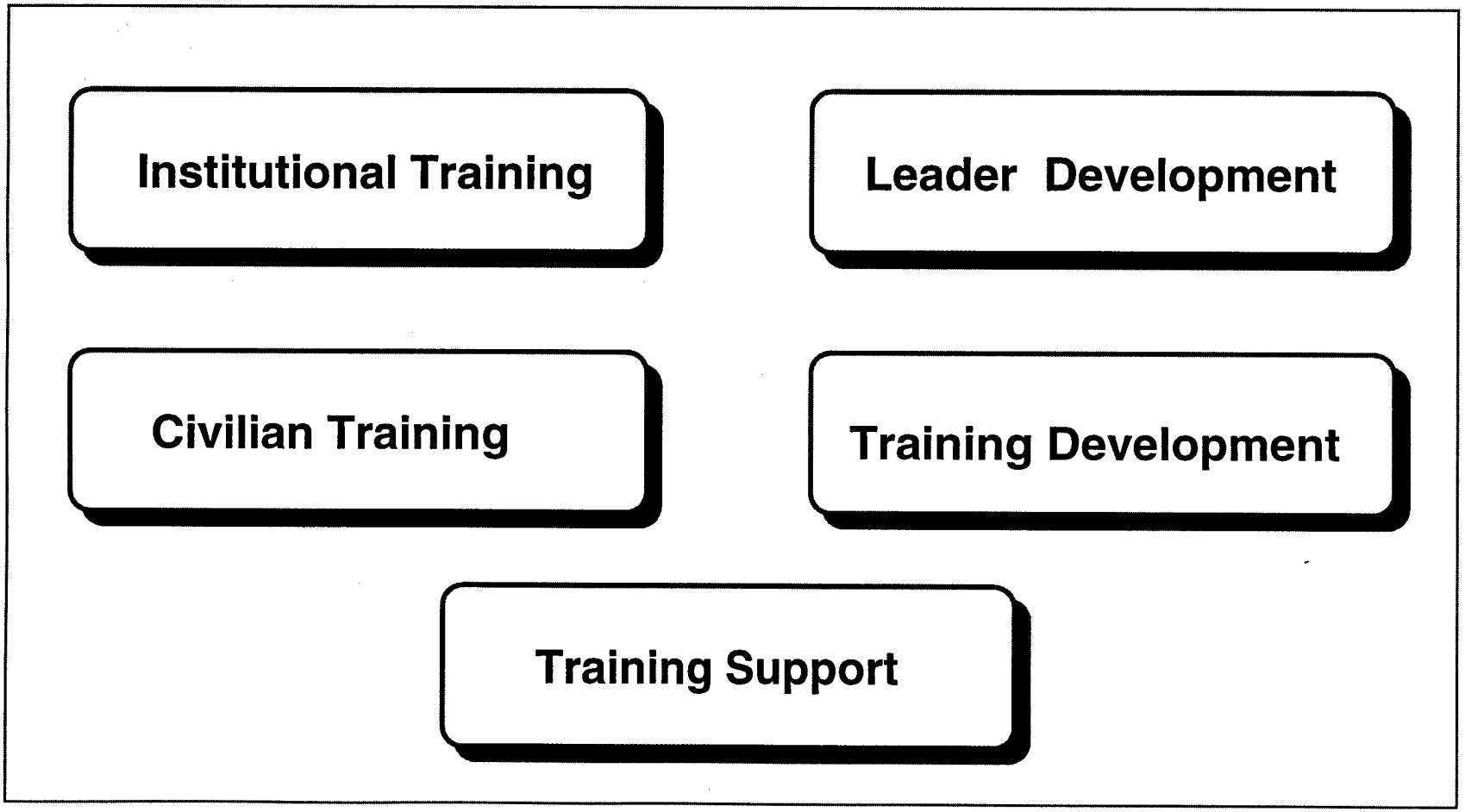
Organizations & Processes



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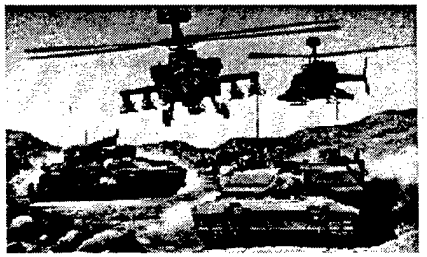
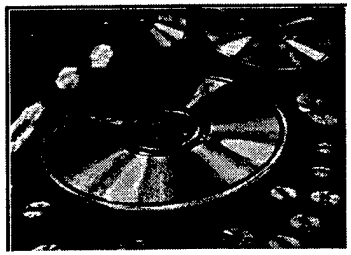
Products

Trained and Competent Soldiers and Civilians

Trained and Ready Units



Competent and Confident Military and Civilian Leaders



Quality Courseware, Ranges, Training Products

Quality Training Aids, Devices, Simulators, Simulations

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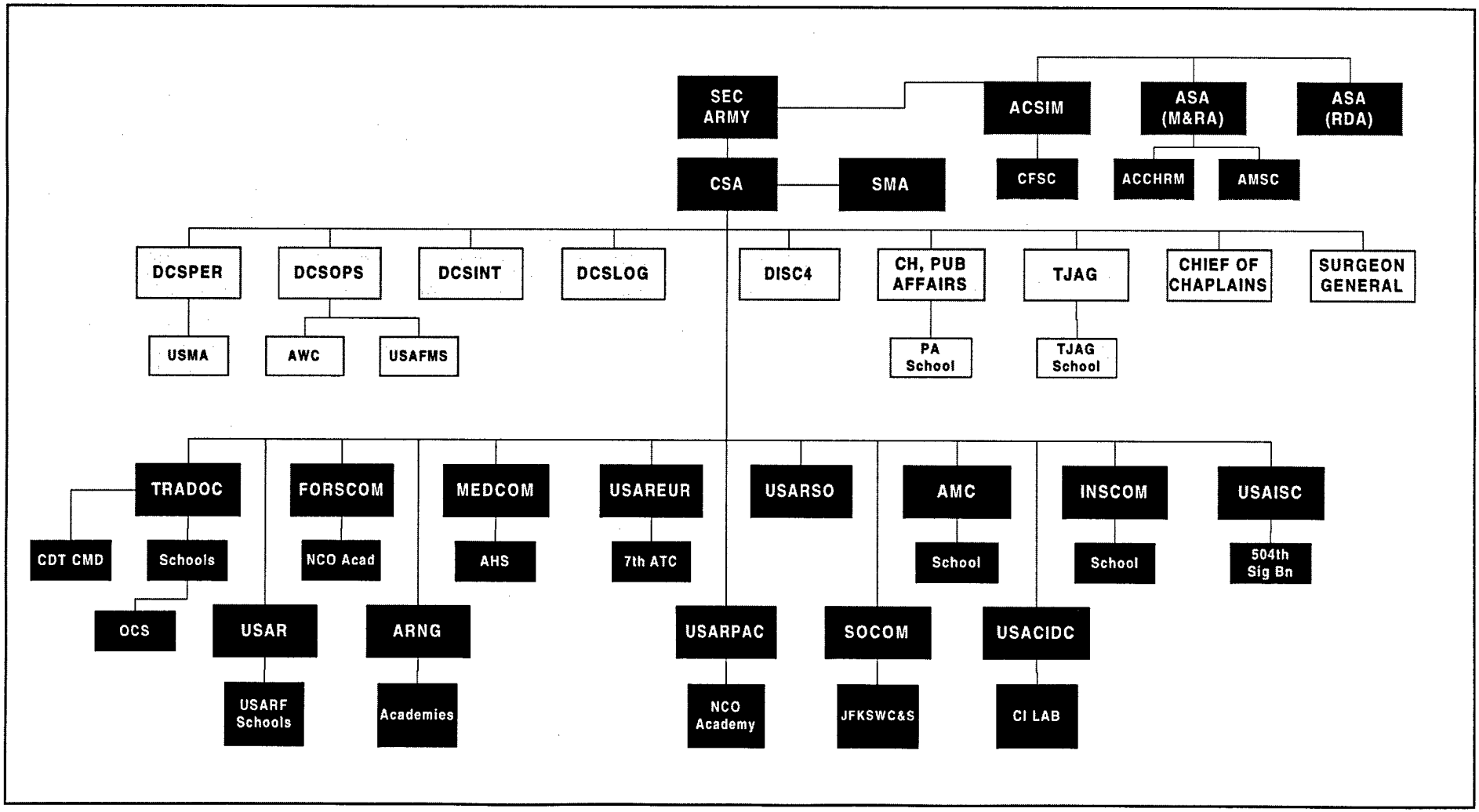
Institutional Training
Organization



FORCE XXI

Tng & Ldr Development

Leader Development

Education Systems

OFFICER	WARRANT OFFICER	NONCOMMISSIONED OFFICER	CIVILIAN
SENIOR SERVICE COLLEGE (O6)	WARRANT OFFICER SENIOR STAFF COURSE (CW5)	COMMAND SERGEANTS MAJOR COURSE (E9)	ARMY MANAGEMENT STAFF COLLEGE (GS-12/15)
PRECOMMAND COURSES (O5/6)	WARRANT OFFICER STAFF COURSE (CW4)	SERGEANTS MAJOR COURSE (E9)	PERSONNEL MANAGEMENT FOR EXECUTIVES I/II (GS-12/14)
COMMAND AND GENERAL STAFF OFFICER COURSE (O4)	WARRANT OFFICER ADVANCED COURSE (CW3)	FIRST SERGEANT COURSE (E8)	ORGANIZATIONAL LEADERSHIP FOR EXECUTIVES (GS-12/14)
COMBINED ARMS AND SERVICES STAFF SCHOOL (O3)	WARRANT OFFICER BASIC COURSE (WO1)	BATTLE STAFF NONCOMMISSIONED OFFICER COURSE (E7/8)	MANAGER DEVELOPMENT COURSE (GS-12/14)
OFFICER ADVANCED COURSE (O3)	WARRANT OFFICER CANDIDATE SCHOOL	ADVANCED NONCOMMISSIONED OFFICER COURSE (E7)	LEADERSHIP EDUCATION AND DEVELOPMENT COURSE (GS-9/13)
OFFICER BASIC COURSE (O1)		BASIC NONCOMMISSIONED OFFICER COURSE (E6)	SUPERVISOR DEVELOPMENT COURSE (GS -9/13)
RESERVE OFFICER TRAINING CORPS OFFICER CANDIDATE SCHOOL (AC)		PRIMARY LEADERSHIP DEVELOPMENT COURSE (E5)	ACTION OFFICER COURSE (GS-7-13)
U.S. MILITARY ACADEMY OFFICER CANDIDATE SCHOOL (RC)	SCHOOL RESPONSIBILITIES : LEARNING OBJECTIVES, TRAINING AND TRAINING MATERIAL		INTERN LEADERSHIP DEVELOPMENT COURSE (GS-5/7)

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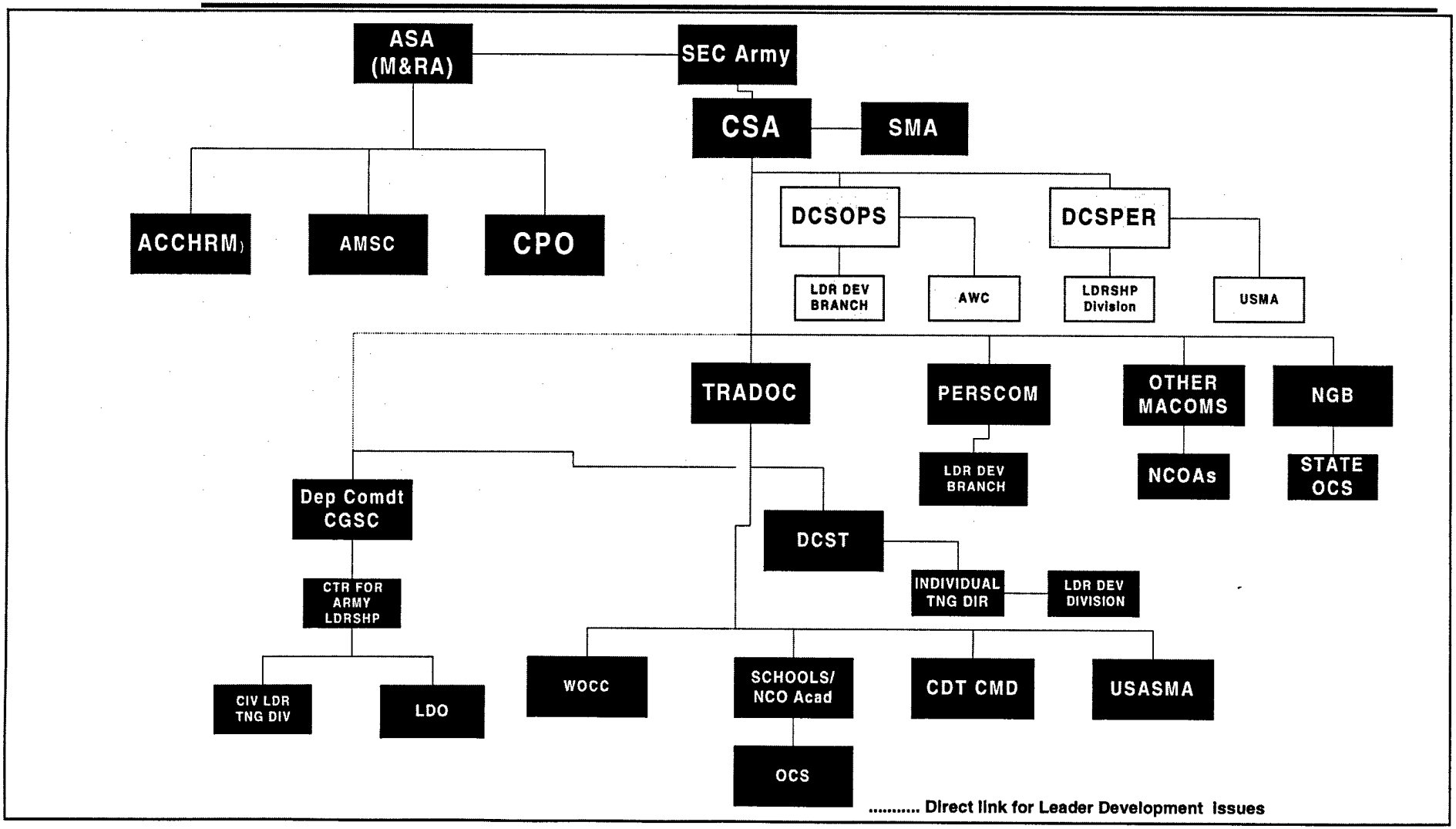
Leader Development
Organization and Management



FORCE XXI
Tng & Ldr Development

Institutional Training Processes

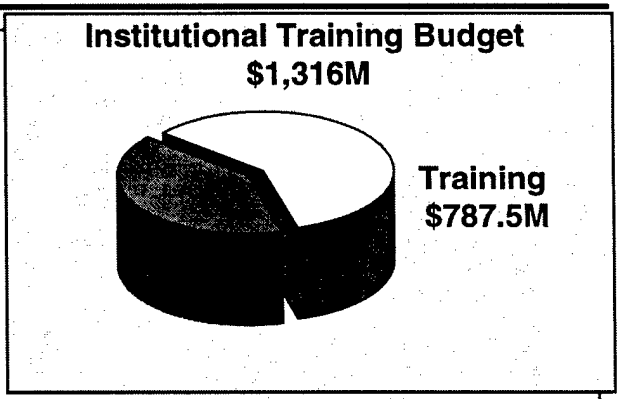
- IET
  - OSUT
  - BCT
  - AIT
- Functional Training

(ex: Physical Security Course, Motor Officer's Course)

- ASI/SQI Training

(ex: Ranger, Bradley Leader Course, Battle Staff NCO Course)

- RC Training
  - Total Army School System (TASS)
- Combat Training Centers (CTCs)
  - Observer/Controllers



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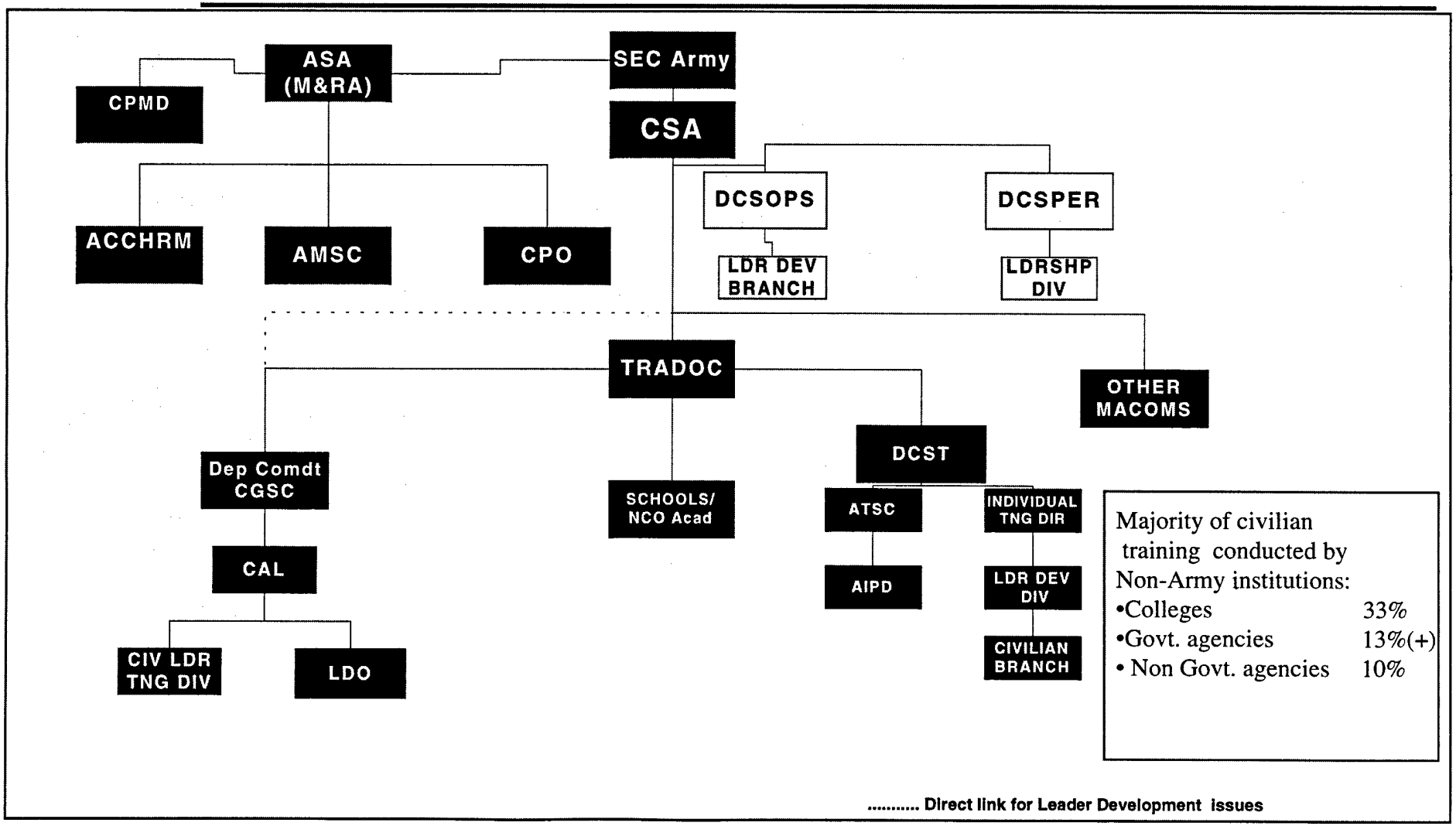
Civilian Training
Organization and Management



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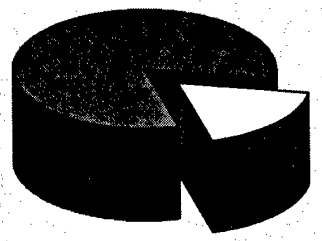
Tng & Ldr Development

Leader Development Processes

- Precommissioning
- Officer Education System (OES)
- Noncommissioned Officer Education System (NCOES)
- Warrant Officer Education System (WOES)
- Civilian Education System (CES)
  - ACTEDS plus



Leader Development $241.5M

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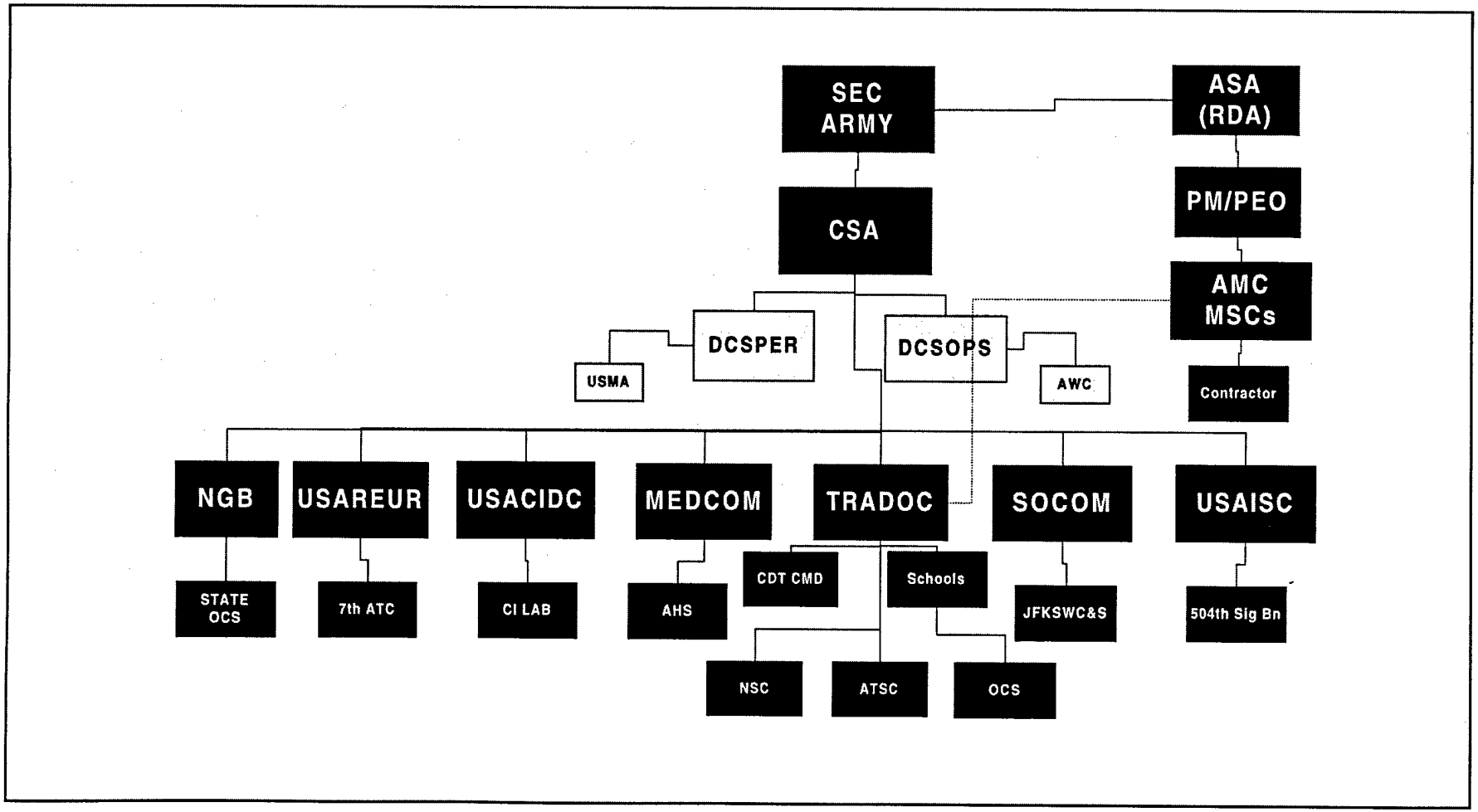
Training Development
Organization and Management



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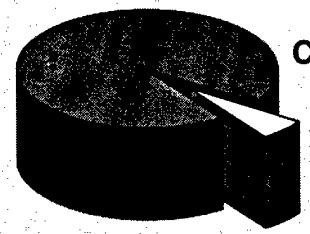
Tng & Ldr Development

Civilian Training Processes

- Requirements Determination
- Functional Training
- Employment Entry Opportunities



Civilian Leader Development $76.1M

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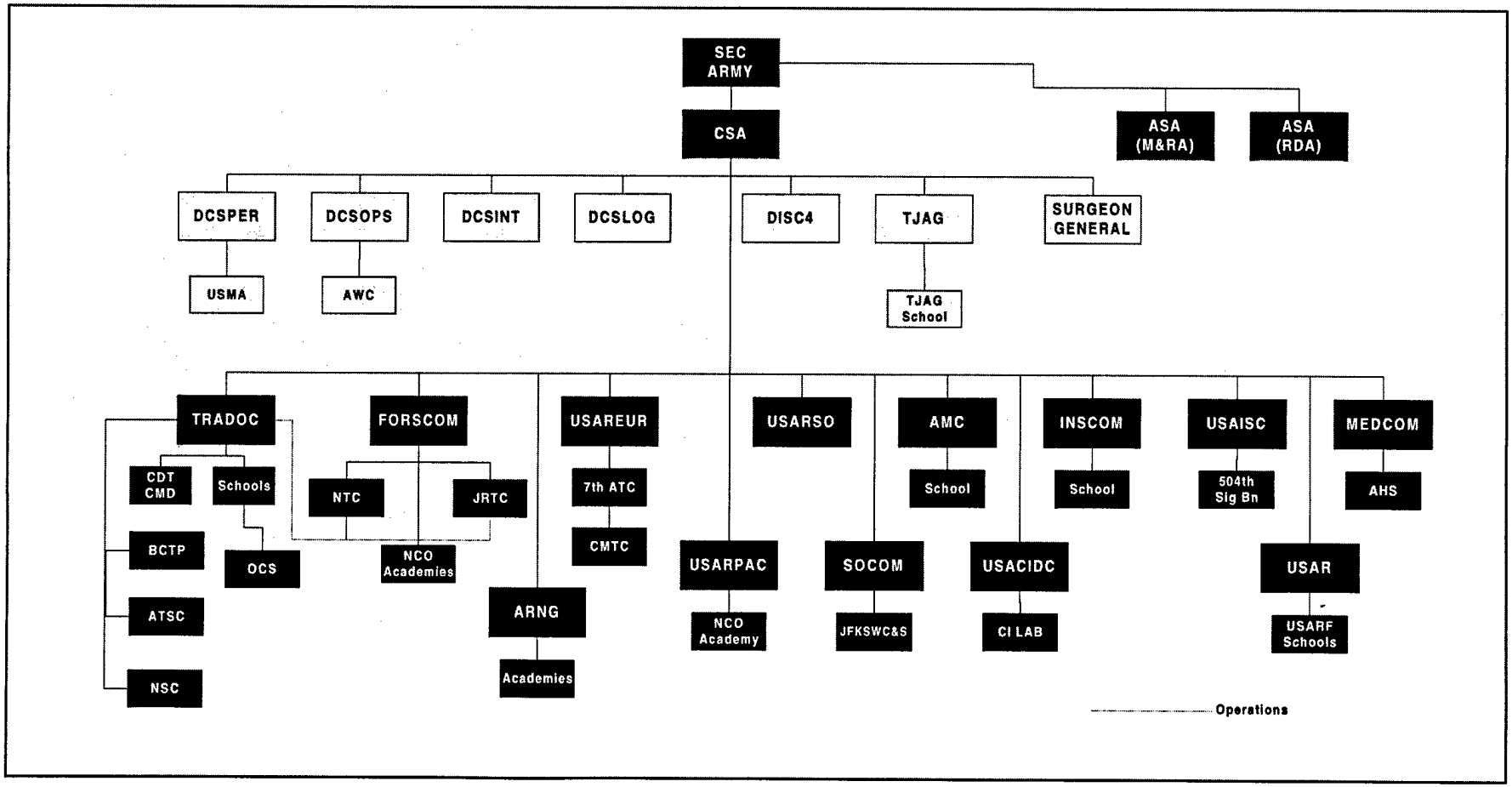
Tng & Ldr Development

Training Support
Organization



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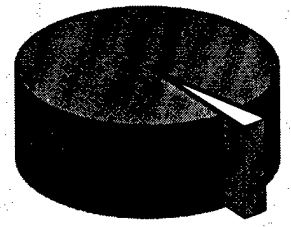
Training Development Processes



Training Development $44.7M

- Systems Approach to Training (SAT)
  - Courseware related products
- Training Development within Force Modernization
  - TADSS
  - New systems training devices

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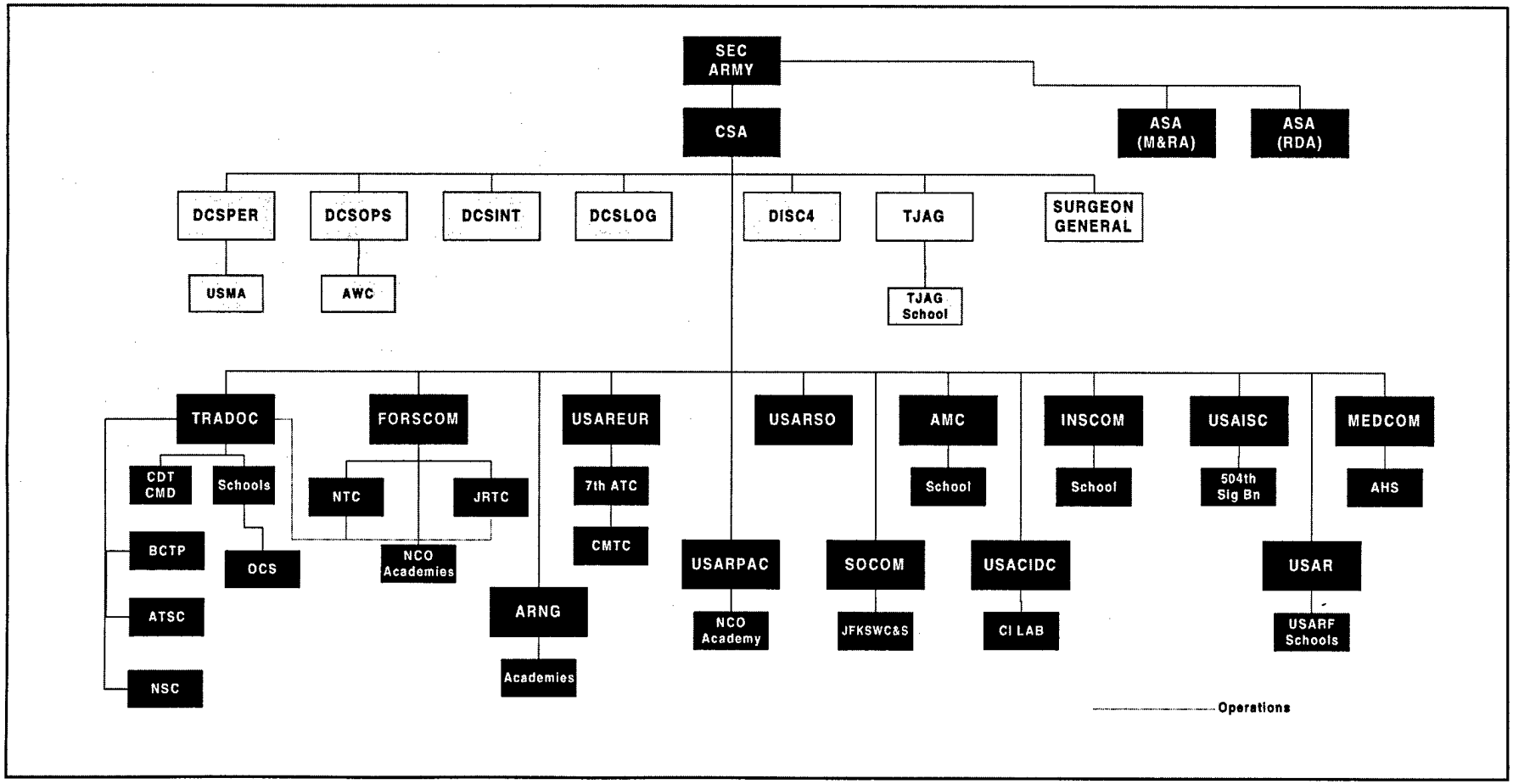
Training Support
Organization



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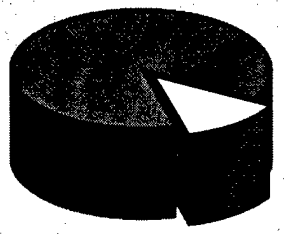
Training Support Processes

- Ranges/Training Land
- Simulations/Simulators
- Standards in Training Commission (STRAC)
- Army Training Information Systems
  - Automated Systems Approach to Training (ASAT)
  - Standard Army Training System (SATS)
  - Automated Instructional Management System- Redesign (AIMS-R)
- Army Training Requirements and Resources System (ATRRS)



Training Support $166.7M

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Base Case Assessment

Assessment of how the Army conducts Institutional Training and Leader Development today

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Training Support Processes (cont)

- **Graphical Training Aids**
- **Individual Training Products**
  - **Officer Foundation Standards**
  - **Common Task Testing**
  - **Soldier's Manual**
  - **Army-wide Doctrinal and Training Literature Program**
- **Extension Products**
  - **Videoteletraining (VTT)**
  - **Army Correspondence Course Program**
  - **Multimedia Contract Support**
  - **Multimedia Training Support**

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Tng & Ldr Development

Base Case Assessment
Training Processes

- **Initial Entry Training**

  Assessment: Produces well trained soldiers

  Work in Progress:

  - **Leveraging RC support with conversion to Echo Company concept from Pro-Train**
  - **Potential savings by reducing BCT sites and aligning with Center concept**

- **Functional courses**

  Assessment: New requirements resourced by taking from existing courses

- **Total Army School System (TASS)**

  Assessment: Region C pilot implemented

  Work in Progress:

  - **Refining Region C**
  - **Standing up other regions**
  - **Developing requisite TATS courseware**

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Base Case Assessment

Provides summary of:

- **Process assessment**
- **Work in progress**
- **Disconnects in the processes**

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Base Case Assessment
Leader Development Processes

- **Precommissioning**

  Assessment:

  - **Produces top quality officers qualified in OFS I.**

  Work in Progress:

  - **CSA approved reductions for ROTC.**
  - **RC support to ROTC Camps**

- **Military Leader Development (OES, NCOES, WOES)**

  Assessment:. Small Group Instruction produces quality leaders.

  Work in Progress:

  - **Revising timing and location of OES training through CPT's PME study. Aligns with roles of centers and satellites.**
  - **Combat Arms BNCOC consolidation effort.**

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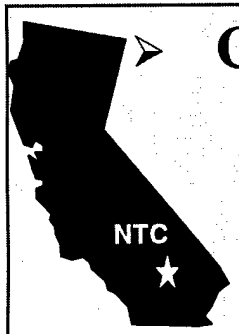
Base Case Assessment
Training Processes (cont)



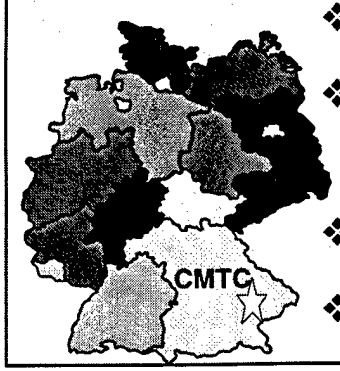
Combat Training Centers (CTC) "School of Practice"

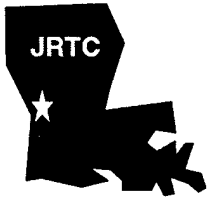
Assessment:

- **Quality training and feedback conducted including some joint and combined training**
- **Shared responsibilities between TRADOC, FORSCOM and USAREUR for CTC mission execution**

Work in Progress:

- **Development of CTC Master Plan/CTC Futures**
  - ❖ Links CTCs to Institutional training base
  - ❖ Leverages/incorporates lessons learned into Institutional training base
  - ❖ Targetry/instrumentation modernization/upgrade.
  - ❖ OC participation in Institutional training base LD process.





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Tng & Ldr Development

Base Case Assessment
Training Development and Support Processes

- **Training Development**

  Assessment:

  - Training Development not standardized across MACOMs
  - Processes under funded with substantial backlog

- **Training Support to Operational Forces**

  Assessment:

  - Mobile Training Teams successful but not fully resourced
  - Increased impact of simulators and simulations on tactical operations

  Work in Progress:

  - DA sponsored Training Development Fix Task Force
  - Technology Integration
    - ✦ Distance Learning
    - ✦ Conversion from paper to electronic media in process
    - ✦ Automated testing and diagnostics
    - ✦ Automated Libraries

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Tng & Ldr Development

Base Case Assessment
Leader Development Processes

➢ Civilian Education System

Assessment: Lacking core competencies and inconsistent training opportunities across MACOMs

Work in Progress:

- Leadership Core Assessment
- AMSC/SSC requirements study
- Developing ACTED plans to cover additional career fields
  - ❖ Requirement for 54 plans identified, 25 developed and approved; approximately 10 plans projected for development FY 96

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Tng & Ldr Development

Base Case Assessment

Process Disconnects:

- **Institutional training and civilian leader development not prioritized consistently across MACOMs**
  - Require criteria/strategy for downsizing courses (readiness, warfighting, leader development): OBC FTXs vs case studies in Operations Research Systems Analysis Course at ALMC
  - Require strategy for determining priority between courses: Manpower and Force Management (ALMC) vs Bradley Leader's course vs USMA armor training vs Ammunition Maintenance (Defense Ammunition School)
- **Diffused institutional training command and management**
  - Duplication of courses: AMEC vs Signal and ALMC (ex: Automation/Contracting/Logistics)
  - Institutional training efforts not standardized or synchronized
- **Civilian training and leader development disjointed and not requirements based**
  - Civilian training managed/ administered locally by CPOs and inconsistently across MACOMs
  - OLE, PME and AMSC train by capacity/quota not requirement

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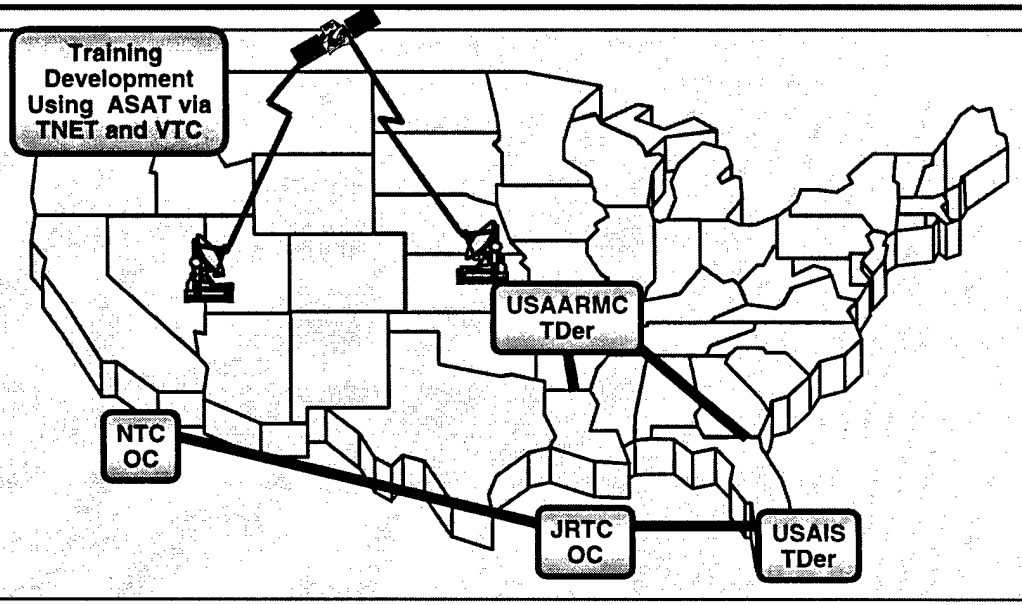
Tng & Ldr Development

Base Case Assessment

Training Development and Support Processes



Numbers of Digitized products

275 MTPs	(99%)
278 STPs	(97%)
27 Drills	(75%)
14 of 480 FMs	(3%)
32 of 46 TCs	(6%)

ACCP
257K Students
XX Courses

TD underfunded by 50% with estimated $121M backlog

Avg Pub Date:

- 256 MTPs 1987
- 534 FMs 1987
- 349 SMs 1990
- RC3s 19- -
- 23 MQS 1991
- 156 TCs 1988

• RC3 - 35% Obsolete

• Must Pull Classroom Instructors to Support Deploying Forces with MTTs

• National Guard HAWK & Chapparral Training Development Unfunded

• CD/TD Reduction FY89-96:
CD - Mil - 55% Civ - 68%
TD - Mil - 42% Civ - 70%

FORCE XXI
Tng & Ldr Development

Road to Envisioned End-state

- **Centers developed around enduring battlefield functions tempered with organizing around current locations.**
- **Single institutional training resourcer consolidated at HQDA who provides prioritization guidance and resources for all military and civilian institutional training and leader development.**
- **Single institutional training command responsible for institutional training.**
  (linked to USMA, IG, AMEDD, AWC, TJAG, SWC, USACHPPM)
- **Single automated system to document, schedule, record and resource all institutional training requirements and courses.**

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Tng & Ldr Development

Base Case Assessment

Process Disconnects:

- **Institutional training resourcing not fully connected to training requirements**
  - Resources declined disproportionately to load/requirements
  - SMDR process, budget process and personnel cycle not synchronized
  - Unresourced load increases
  - Supporting training development and training support not fully resourced
  - Instructor Certification not included in resourcing models
- **Automated institutional training management system inadequate**
  - All courses not included (Reserve Component, Civilian training)
  - Linkage incomplete (unit scheduling systems, ASAT, DOD TRAIN module)
- **Institutional training assessment requirement not resourced**
  - Army-wide school assessment and standardization assets nonexistent

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Alternatives

- **TRADOC XXI (Alternative 1)**
  - **Focus on internal TRADOC redesign**
- **Total Revision (Alternative 2)**
  - **Army-wide institutional training realignment**
  - **Alternative builds on TRADOC XXI**
- **Significantly Smaller (Alternative 3)**
  - **Incorporates Total Revision alternative while reducing footprint**

Each alternative incorporates TRADOC Commander's 1995 Strategic Plan

FORCE XXI
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Road to Envisioned End-state

- **Training assessment function resourced to meet standardization and feedback requirements.**
- **Training development process standardized for all institutional training.**
- **TASS fully implemented.**
- **Economies of consolidation where feasible.**

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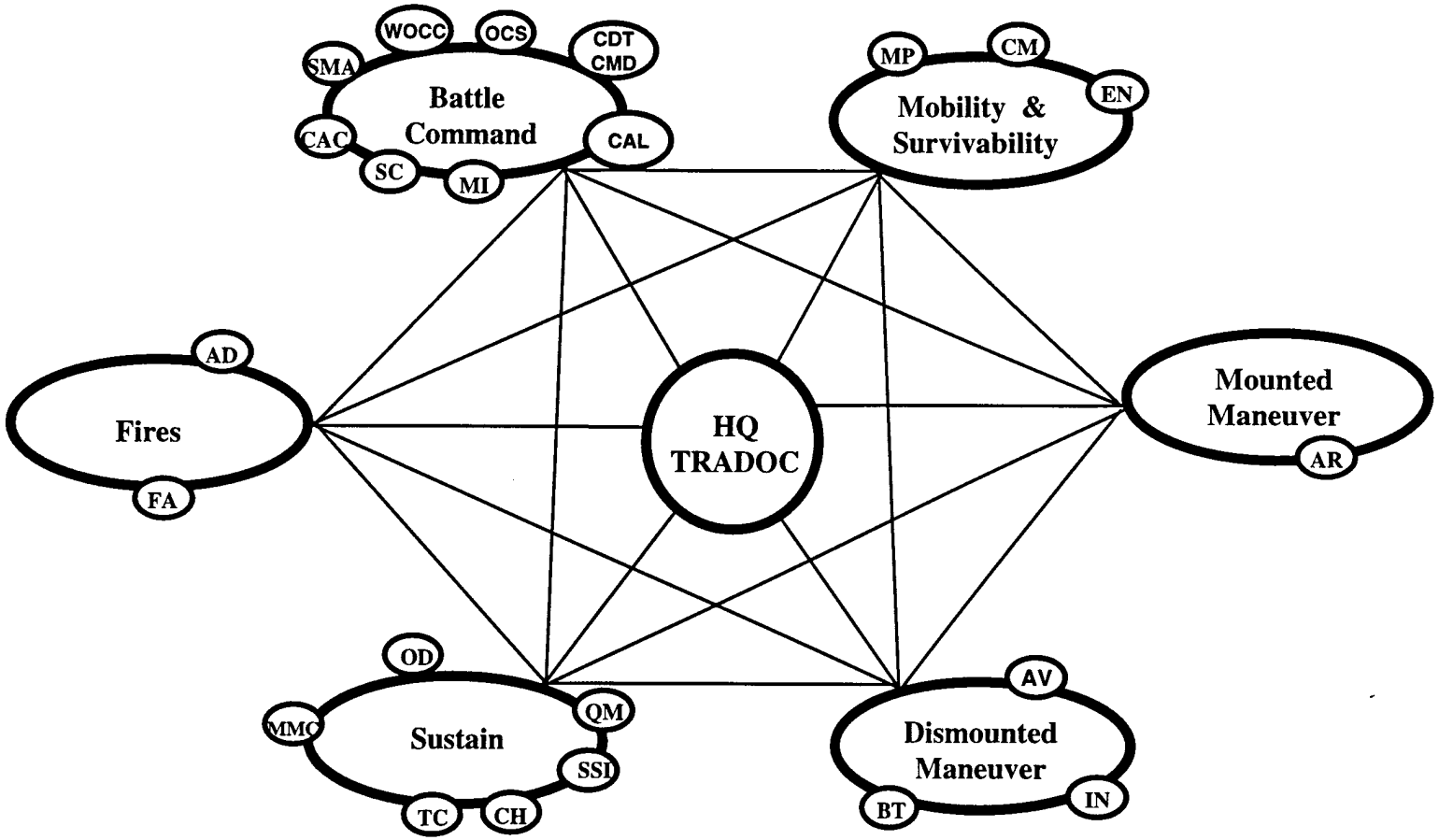
Alternative 1

TRADOC XXI

Enduring Battlefield Functions



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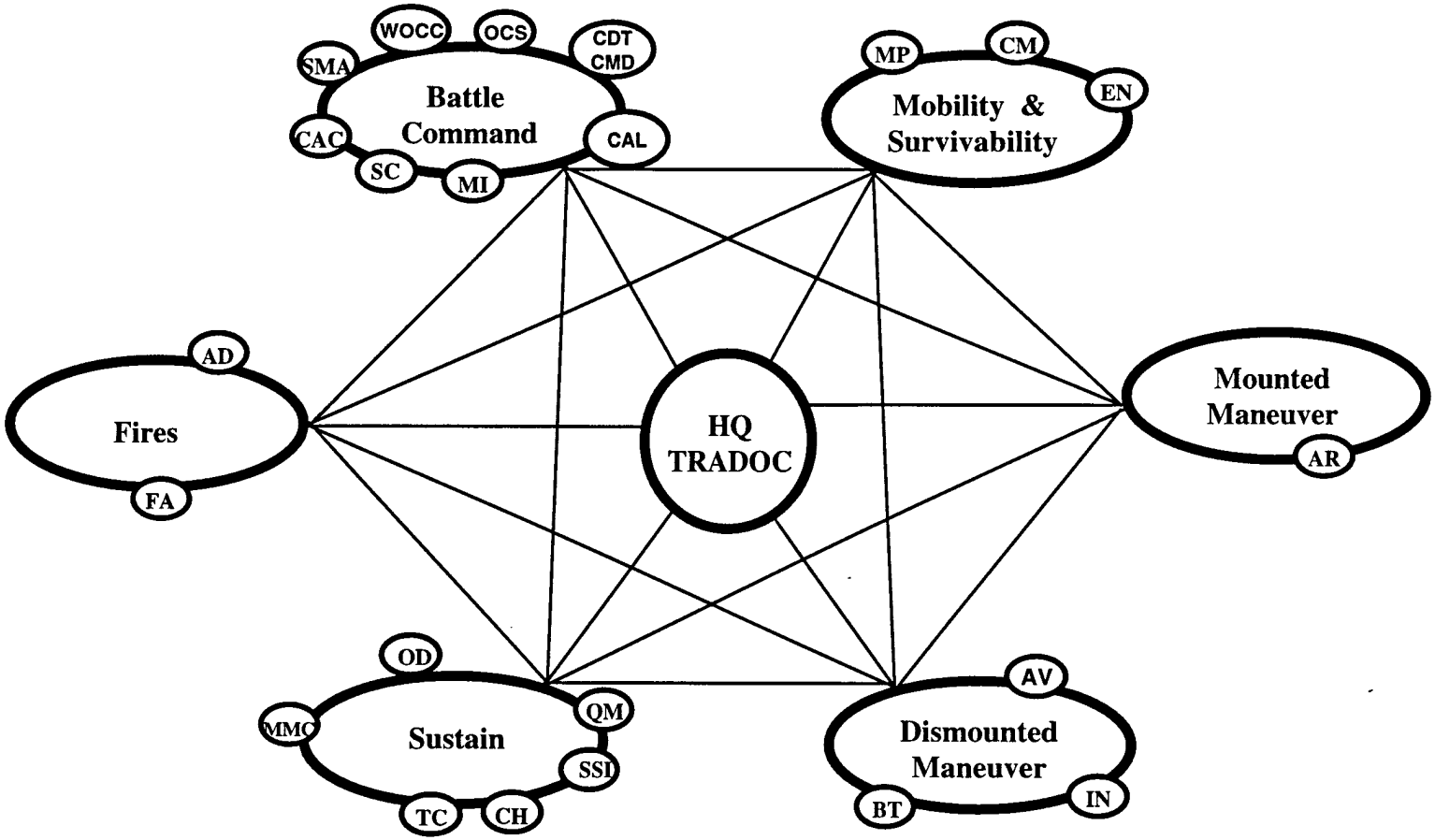
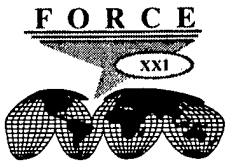
Alternative 1

TRADOC XXI

Enduring Battlefield Functions





Tng & Ldr Development

Alternative 1

TRADOC XXI

Process Changes

Key Enabling Investments:

- **Increased emphasis on distance learning.**
- **Complete implementation of TASS.**
- **Classroom XXI implementation.**
- **Digitized courseware.**
- **CTC/OC linkage to schools.**

FORCE XXI

Tng & Ldr Development

Alternative 1

TRADOC XXI Investment Strategy

FY 2010

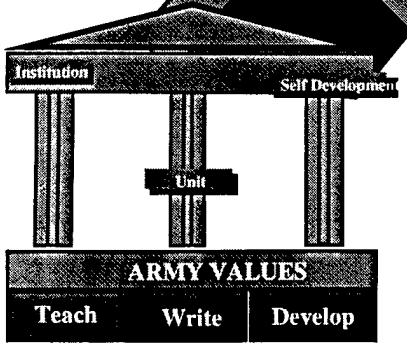
Capitalization/Modernization Annual Investment 97-10

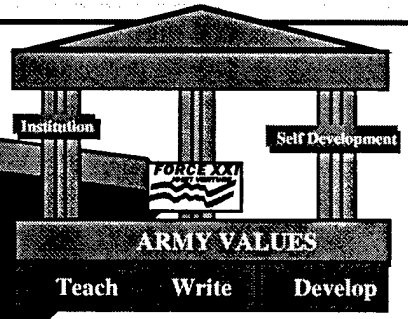
MA: >Total Army Tng Sighs Courseware
>Digitization of Tng/Do products/pubs
$20-30M/yr >Connectivity/Comma/VT.
>Mod equip manta & lifecycle replacement
>Tng Dev Backlog

OPA: >Modern high-tech equip for multi-media networking distance learning capability;
$10-15M/yr more efficient tng dev production and school admin.

MCA: >Increased cost of modernized classrooms requiring multi-media capability, additional
$15M/yr space, modern electrical service, enhanced environmental controls

FY 1996





Center
One-time costs:
TDB

Requires Steady Stream of Investment
$45 to **$60** Million per year across PALM years to 2010 with view for sustained investment

Alternative 1

TRADOC XXI

Process Changes (cont)

Manpower and other Economies

- Echo company transition from Pro-Train.
- Reduced BCT structure/sites/ Drill SGT to student ratio.
- Proposed changes for Professional Military Education of Captains study.
- Leader development study
- Branch specific skills and education at satellites.

  (OBC, BNCOC, OSUT, AIT)

FORCE XXI
Tng & Ldr Development

Alternative 1

TRADOC XXI

Advantages

+ Incorporates TRADOC Cdr's Strategic plan
+ Focuses future investments and leverages key enabling investments
+ Provides for economies of consolidation within centers
+ Provides partial source of resources for recapitalization
+ Reduces BCT overhead costs and enhances standardization
+ Integrates RC capabilities more fully into daily rhythm of institutional training
+ Simplifies structure while maintaining flexibility
+ Outsource training where cost effective within TRADOC

FORCE XXI
Tng & Ldr Development

Alternative 1

TRADOC XXI Benefits/Savings

Enhanced/Increased Capability

- Global access to training when and where needed.
- Student-centered training through active learning.
- Global access to training information and feedback (digital and live).
- Timely training distribution and updates.
- Reduced resident training requirement at TRADOC Schools (smaller TTHS). Improved personnel readiness.
- Reduced cost for personnel, materials, student management.
- Continuous training assessment.
- Efficient and effective training material development.

FY 2010 Steady State Cumulative Savings

OMA (Msn & Basops)	**$90-120M**
TTHS account	**10-20%**

Dollar and space savings used for meeting estimated program reductions and generating resources for recapitalization

Spaces

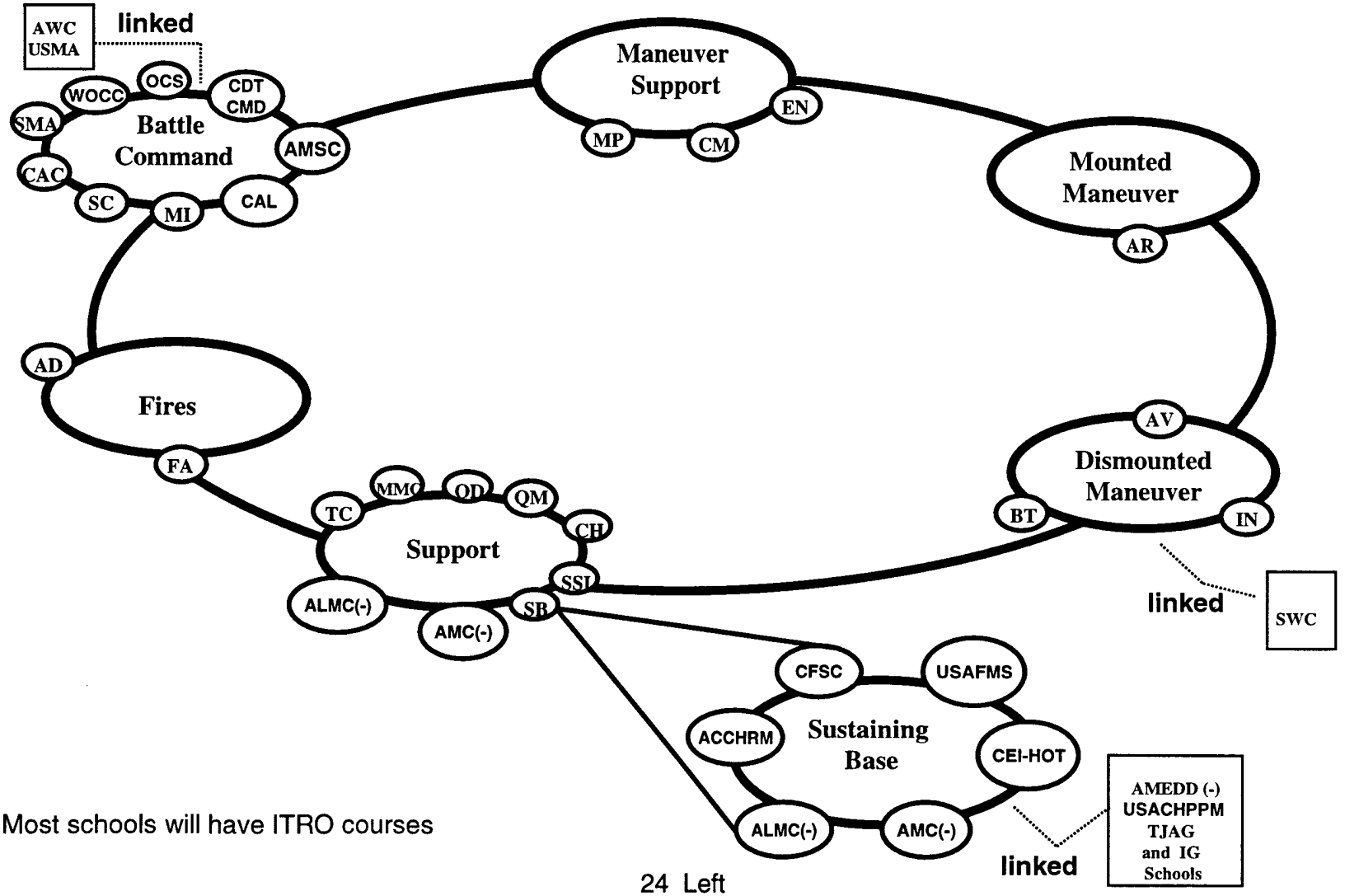
Military spaces	**3% to 6%**
Civilian spaces	**5% to 7%**
TTHS account	**10-20%**

FORCE XXI
Tng & Ldr Development

Alternative 2

Total Revision

Institutional Training



- Most schools will have ITRO courses

FORCE XXI
Tng & Ldr Development

Alternative 1

TRADOC XXI

Disadvantages

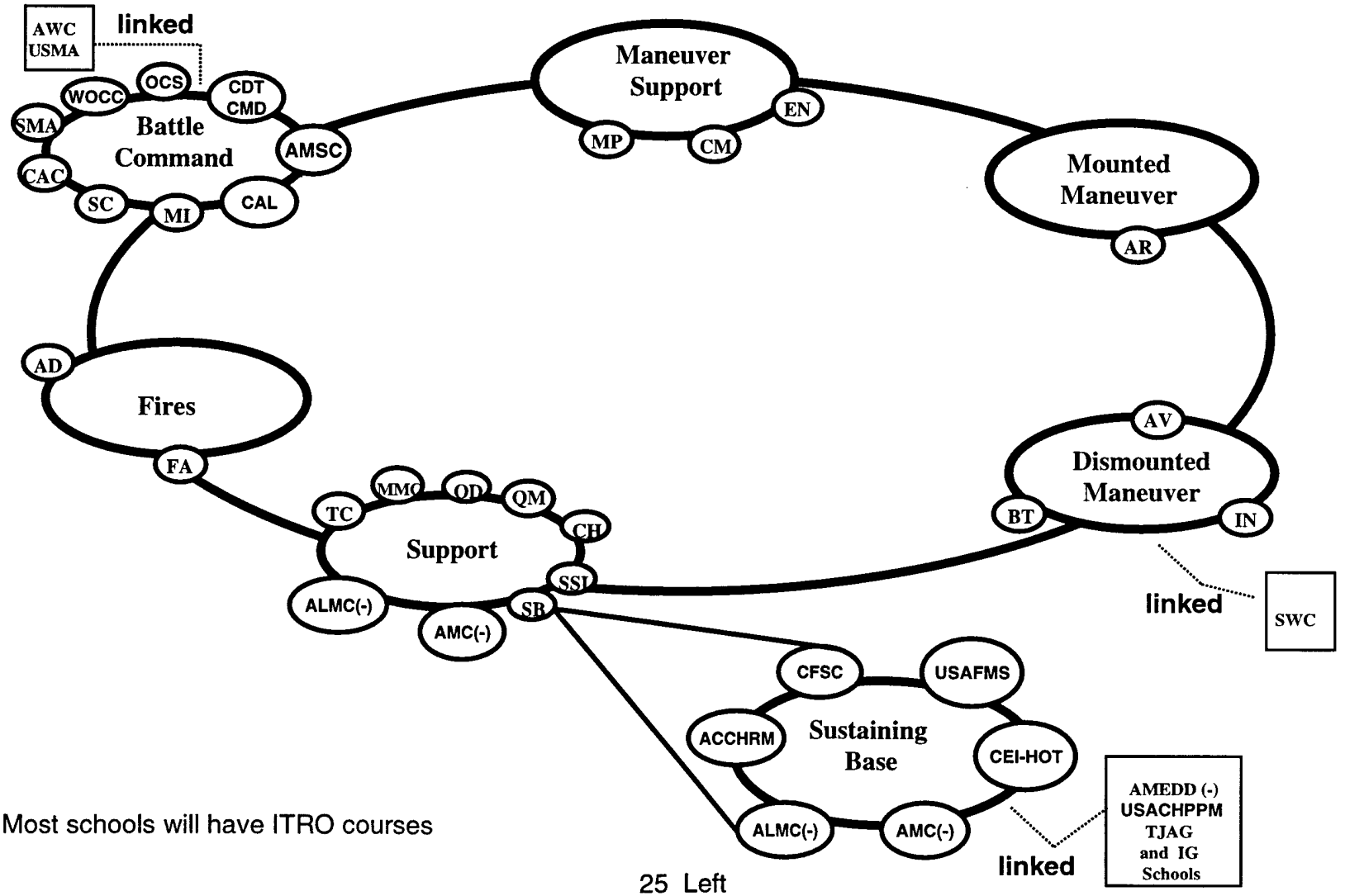
- Remainder of sustaining base training and civilian training and leader development issues unresolved
- Fails to provide clear institutional training and leader development prioritization
- Institutional training command/management remains diffused
- Institutional training resourcing remains disconnected
- Automated institutional training management system does not include all institutional training

FORCE XXI
Tng & Ldr Development

Alternative 2

Total Revision

Institutional Training



- Most schools will have ITRO courses

Alternative 2

Total Revision

Process Changes

- Incorporates all process changes from TRADOC XXI Alternative.
- Establishes Single Institutional Training Resourcer at HQDA to provide prioritization guidance and resourcing.
- Establishes Single Institutional Training Command which conducts majority of institutional training. Includes TRADOC, AMC schools and other sustaining base schools and is linked to USMA, AWC, SWC, AMEDD, TJAG, and IG schools.
- Integrates military and civilian training and leader development reducing redundant functions between ASA (M&RA) civilian training, DCSOPS training, CAL and TRADOC.

FORCE XXI
Tng & Ldr Development

Alternative 2

Total Revision

Investment Strategy

FY 2010

Capitalization/Modernization*

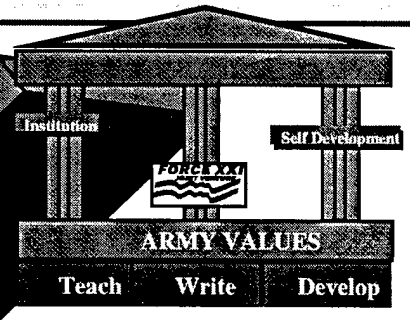
Expands investments listed in TRADOC XXI (Alternative 1)

OMA = $24M - 36M/yr

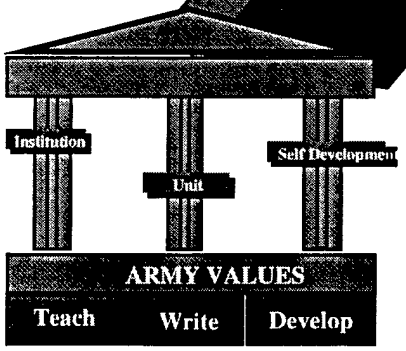
OPA = $12M - 18M/yr

MCA = $18M/yr

* Minor savings but enables modernization to be properly focused



FY 1996



Center
One-time costs:
TBD
Sustaining Base Satellite Costs:
TBD

Requires Steady Stream of Investment
$54 to **$72** Million per year across POM years to 2010 with view for sustained investment

FORCE XXI
Tng & Ldr Development

Alternative 2

Total Revision

Process Changes (cont)

- **Aligns civilian leader development with Battle Command Center.**
- **Aligns ALMC, AMEDD and AMC schools with Support Center and Sustaining Base Satellite.**
- **Comprehensive Automated Training Management System that documents, schedules, records and resources all institutional training requirements and courses.**
- **Training development process standardized for all institutional training.**
- **Training evaluation resourced to meet standardization, feedback and assessment requirements.**

FORCE XXI
Tng & Ldr Development

Alternative 2

Total Revision

Advantages

- **Incorporates all advantages of TRADOC XXI alternative:**

  + Incorporates TRADOC Cdr's Strategic plan
  + Focuses future investments and leverages key enabling investments
  + Provides for economies of consolidation within centers
  + Provides partial source of resources for recapitalization
  + Reduces BCT overhead costs and enhances standardization
  + Integrates RC capabilities more fully into daily rhythm of institutional training
  + Simplifies structure while maintaining flexibility
  + Outsource training where cost effective within TRADOC

FORCE XXI
Tng & Ldr Development

Alternative 2

Total Revision

Benefits/Savings

FY 2010 Steady State Cumulative Savings

OMA (Msn & Basops)	$90-120M
TTHS account	10-20%

Enhanced/Increased Capability

- Includes Enhancements from Alternative #1
- Civilian training model transitioned to match Military model
- Increased unity of command

Dollar and space savings used for meeting estimated program reductions and generating resources for recapitalization

Spaces

Military spaces	3% to 6%
Civilian spaces	5% to 7%
TTHS account	10-20%

FORCE XXI
Tng & Ldr Development

Alternative 2

Total Revision

Disadvantages

- Increases near-term turbulence

- Increases span of control for "Support" Center commander

FORCE XXI
Tng & Ldr Development

Alternative 2

Total Revision

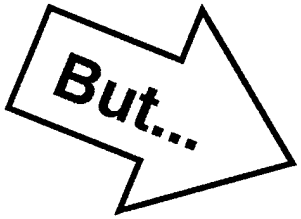
Advantages (cont)

- Aligns training management at DA level with MACOMs
- Center/Satellite System established for sustaining base training
- Enhances civilian training and leader development with integration with military counterparts
- Incorporates most institutional training in single command
- Expands leveraging contracting/outsourcing
- Provides long term personnel and dollar savings
- Provides better automated training management

FORCE XXI
Tng & Ldr Development

Recommendation

Alternative 2: Total Revision of Institutional Training



If nothing else happens, the following can and must be done:

- **Establish single institutional training resourcer at HQDA for all mil & civ institutional tng and LD**
- **Establish single automated training management system incorporating all mil & civ institutional tng and LD**
- **Standardize TD Process**
- **Incorporate all civilian leader development schools in single institutional training command**
- **Resource KEI for Distance Learning/Classroom XXI**

REDESIGN OF THE INSTITUTIONAL ARMY

Information Briefing

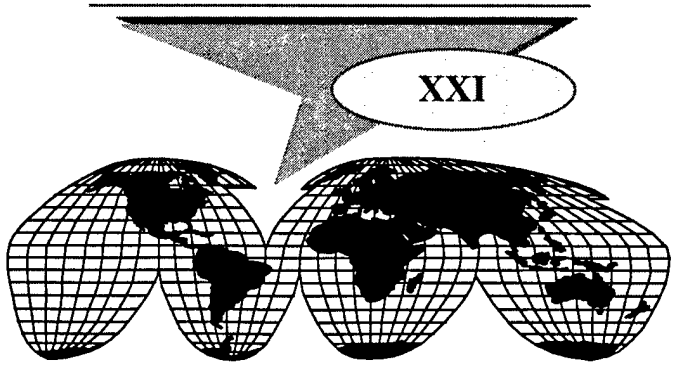
VCSA

November 29, 1995

F O R C E XXI

This is an Information Briefing for the VCSA to set the stage for the Organize, Doctrine, Training and Leader Development FAA to be conducted by TRADOC on 1 December 1995

F O R C E



Leader Development FAA

"Identify and Develop Leaders" Process

Assertion

The separation between the two core Army processes -- Identify and Develop Leaders and Acquire and Sustain People -- is artificial. The Campaign Plan addresses these and a third function, individual training, independently. Because training and educating people and developing leaders appears to be major sub-processes of the more generic process "Acquire and Sustain People," the Umbrella FAA will treat them all as one process.

What's wrong with the current Process ?

Customer

- Process not standardized (Mil/Civ)
- Products not equal (AC/RC)
- Artificial Separation of Leader Dev/ Acquire & Sustain People Processes

Process Owner

- Too many "process owners"
- Too many "hand-offs"

Identify and Develop Leaders

	Measures	Standards
Customer	***Effectiveness***	***Performance***
	Establish Direction • Comprehensive Leader Development Plans	• Plan from Selection to Retirement (Mil & Civ) • Standardize by Identity/Component
	Acquire Assets • Potential Leaders Selected by Determined Criteria	• Selection Based on Values-Ethics-Mental/Phys Fitness-Tech and Tact Competence
	Provide Capability • Competent Leaders Developed through Progressive and Sequential Assignments	• Qualified Leaders Selected for Appropriate Positions • Indiscipline Indices • Budgetary Stewardship • Organizational Training Standards
Process Owner	***Efficiency***	***Performance***
	• Minimize the Use of Resources – Minimize Process Hand-offs – Eliminate Redundancies	• Time • Dollars • Manpower • Facilities

Identify and Develop Leaders

Establish Direction

PROCESS	*ORGANIZATIONS*
• Leader Development Support System(LDSS) –Develop Leader Development Initiatives – Focus – Direction – Assess and Develop Leader Development Issues -- Sr Leaders & Cmdrs –Develop Leader Development Action Plans for: -- Officers -- Warrant Officers -- Non-Comm'd Officers -- Reserve Components -- Civilians	• TRADOC - DEP CMDT C&GSC - Center for Army Leadership - Leader Development Office

"to be"

- **Establish a single process owner (MACOM) of leader development -- reduce hand-offs**
- **Single process owner standardizes process tailored to the uniqueness of components**
- **Single process owner standardizes the format and direction of all LDAPs**
- **Process owner updates LDAPs using information technologies for issue development procedure**
- **Process owner establishes measures and is accountable for measures of effectiveness and efficiency**
- **Process becomes integral to the more comprehensive, generic process -- Acquire and Sustain People**

Identify and Develop Leaders

Acquire Assets

PROCESS	*ORGANIZATIONS*
• LDSS • Acquire - Identify Leaders Based Upon Assessing: - Values - Ethics - Fitness (ment/phys) - Tech & Tact Prof - Education - Experience • Educate - Provide Leader Development Opportunities Through: -Institutional Education -Operational Experiences -Self-Development	• DoD -Sr Serv Col -JCS • The Army University -USMA -AWC -Cadet Cmd -Schools/Acads -TJAG -Other Schools -Army Cmds/Units Schools/Acads MEDCOM -USAREC -ARNG Recruiters -USARF Schools -CPO •PERSCOM -ARPERCEN -GUARDPERCEN -CIVPERCEN

"to be"

- **Single process owner (MACOM) establishes standards for acquiring/identifying officer candidates/cadets**
- **Process owner standardizes procedures for evaluating past performance and future potential as basis for selecting individuals (AC/RC) for further leader development opportunities -- officers, WOs, NCOs, & enlisted**
- **Process owner ensures standardization across army for selection of civilians for leadership development opportunities consistent with military leader development standards**

Identify and Develop Leaders

Provide Capability

PROCESS	*ORGANIZATIONS*
• LDSS • Educate and/or Provide Leader Development Opportunities Through: - Self Development Institutional Education - Operational Experiences	• DoD - Senior Service Colleges - JCS - CINCs • The Army University - Schools/Academies - Cadet Command - Units - USMA - AWC - Other Schools • FORSCOM et.al. - Other Lifetime Educational and Experience Providers - Other Army Commands and Organizations

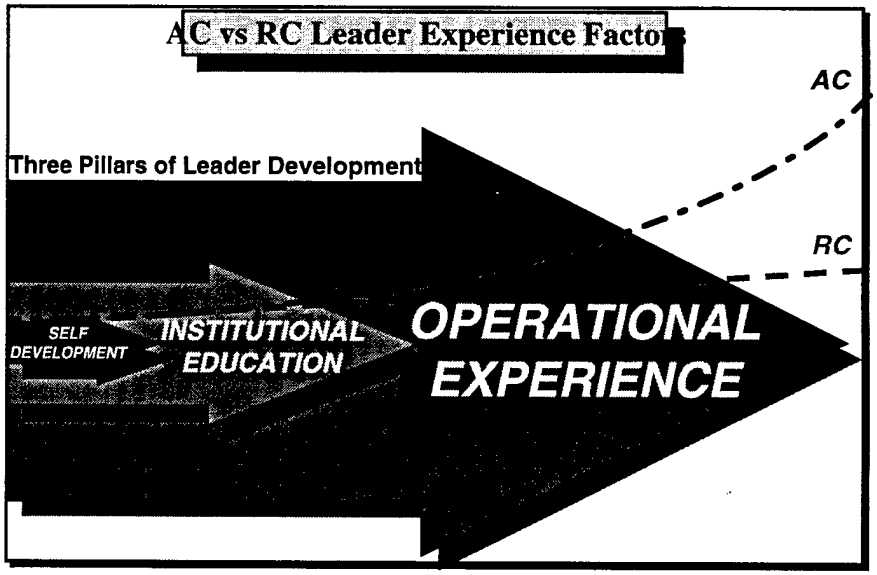
"to be"

- **Process owner establishes procedures to ensure consistent, comparable AC and RC assignment opportunities can reduce the difference in the operational experience factor for the RC leader**
- **Process owner establish means to monitor and rapidly respond to performance standards when they are not being met**

Leader Development Spectrum

AC/RC Leadership Solution

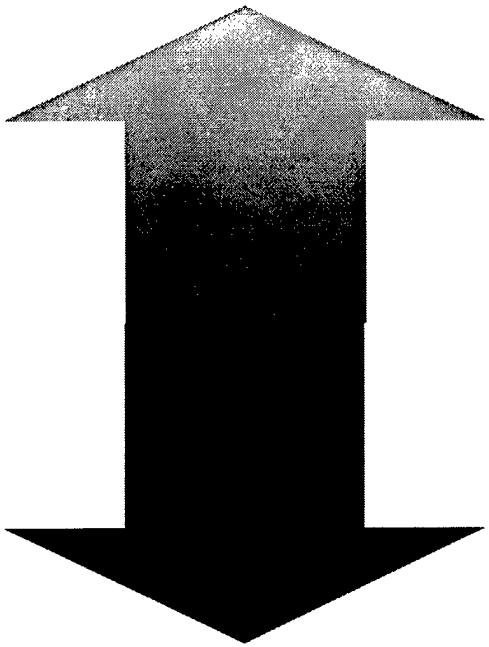
- Provide Opportunities of AC Experience for RC Leaders at All Levels
- RC Leaders are Full-time Above Company Level
- RC Units have Experienced AC Personnel in Units
- Both AC and RC are Required to have Other Component Experience



Identify and Develop Leaders

Prioritization of Process Changes

Easy/Cheap/Early



Action	TRADOC	Experiment
• TRADOC Ident & Dev Leaders Process Owner	+	Analysis/Exercise
• Move DAMO-TR(-) & DAPE-HR-L(-) to TRADOC	+	Exercise
• TRADOC Acq & Sus People Process Owner	?	Analysis/Exercise
• Develop improved RC Officer Development Program	?	Analysis/Exercise

Hard/Expensive/Later

Training FAA

"Train Individuals" Process

What's wrong with the current Process ?

Customer

- **Process very -- perhaps excessively -- manpower and time intensive**
- **Standards not evenly applied to Customers**
- **Process Owner doesn't manage all Products**

Process Owner

- **Too many "process owners"**
- **Too many "hand-offs"**
- **Resources not optimized**
- **Resources not prioritized**

Train Individuals

	Measures	Standards
Customer	***Effectiveness***	***Performance***
	Establish Direction • Training Plans Consistent with Reqmts (Mil &Civ)	• Executable within Resources
	Acquire Assets • Qualified Instructor/Capable Student • Trng Aids/Equip/Facilities Prepared	• Instructor/Student Meet Standards • Assets Available for Trng
	Provide Capability • Individual Trained to Perform at Expected Level	• Individual Meets Standards Required for Assignment
Process Owner	***Efficiency*** • Minimize the Use of Resources – Minimize Process Hand-offs – Eliminate Redundancies	***Performance*** • Time • Dollars • Manpower • Facilities

Train Individuals

Establish Direction

PROCESS	*ORGANIZATIONS*
ESTABLISH PLAN FOR TRAINING and TRAINING RESOURCES	
MIL ASAT **ATRRS *(+)*** **- SMDR** **TATS/TASS**	• TRADOC *(+)* • HQDA (-) • MEDCOM (-) • ARNG (-) • USAR (-) • COE (-) • etc (-)
CIV ACTEDS *(+)* **- ICTP** **- TLNAP**	

"to be"

- **Single MACOM (Army University) Responsible for Training Planning, Requirements and Resources Portion of Process**
- **DAMO-TR Eliminated; Functions Performed at TRADOC**
- **Improve Automated Requirements System (ATRRS) to Provide Scheduling of All Courses Available and Students to Attend (AC/RC)**
- **Standardize Training Planning and Resource Prioritization for AC/RC (TASS)**
- **Provide a Centralized Civilian Training System which can Plan for and Determine Annual Training Requirements and Resource Prioritization**

Train Individuals

Acquire Assets

PROCESS	*ORGANIZATIONS*
SELECT INSTRUCTORS AND STUDENTS - OBTAIN/PREPARE POI, TRAINING AIDS, FACILITIES & EQUIPMENT **ASAT** **MTP** **ATRRS** **- ARPRINT** **- REQUEST** **MEDIA** **TATS/TASS** **AIMS-R** **POIMM** **ACPERS**	• TRADOC *(+)*

"to be"

- **Improve ATRRS with input from REQUEST to require identity of education/training student load for all Army courses (AC/RC)**
- **Complete automation of formal training development process to automated systems approach to training (ASAT). Prioritize training development to meet all training loads, resident/non-resident, AC and RC**
- **Selection of civilians to be trained is accomplished by the supervisor/employer IAW standards set by TRADOC**

Train Individuals

Provide Capability

PROCESS	*ORGANIZATIONS*
EDUCATE • Primary • Intermediate • Advanced • OFF • WO • ENL • CIV RESIDENT *(-)* NON-RESIDENT/ DISTANCE LEARN *(+)* ACCP *(+)* ARMY SCHOOLS *(-)* OTHER INSTITUTIONS*(-)*	•TRADOC *(+)* -USMA -AWC -NCOES (Academies, et. al.) -ARNG Academies -USARF Schools Army Mgmt Staff Col -Civilian Schools -OTHER COMMANDS •OSD -Defense Attaché -Defense Language*(-)* -Nat'l Def University -Other

"to be"

- **Create Army University under TRADOC**
- **Consolidate TRADOC training centers/ installations to eliminate redundancies in training/training support and installation requirements consistent with Battle Labs**
- **Contract or privatize appropriate training/schools - JAG, Chaplain, language, etc.**
- **Standardize and regionalize RC schools to maximize efficiencies (TASS)**
- **TRADOC conduct ROTC using RC officers and NCOs - conduct training on week-ends - reapply AC officers**
- **Use non-resident, correspondence courses, and distance learning for more training requirements (reduce resident training by one-third)**
- **Apply DIV (IT)s across total Army training requirements**

Resident Training "Investment"

TTHS

"as is"

60K

RESIDENT TRAINING

Largely 'trainees & students"

Up to One-third LESS Resident Training

10K to 20K For the "Operating Forces"

OPTIONS

"to be"

40K

RESIDENT TRAINING

- **Increase Course Content (more classes in same or fewer days)**
- **Reduce Resident Training Rqmnts**
- **Eliminate OAC or CAS3**
- **AWC (Use Navy Model - Attend Once MAJ - COL) Eliminate C&GSC**
- **Eliminate one of 4 Levels of NCOES**
- **Use more ACCP**
- **Use Distance Learning**

School Management Inefficiencies

PROBLEM

Common core curriculum taught at 16 different Army Schools creates requirement for excessive, redundant instructor and management overhead.

SOLUTION

Core curriculum taught at fewer, central locations. Increase the use of correspondence courses and distance learning. Options include aligning core locations with Battle Labs, Battlefield Functions, or the Power Projection Platforms.

One analysis with the Army's Functional Approach to Warfighting alignment when combining OBC, OAC & AIT suggests a SAVINGS of 1525 Mil/Civ Spaces and up to $50 Million

Efficiency in ROTC

Resource the ROTC Mission with RC Officers and NCOs.

OPTION ONE - ROTC PMS/instructor/staff manned by AGR Officers and NCOs, instruction conducted as it is today.

OPTION TWO - Manned by M-Day Officers and NCOs, instruction conducted as it is today

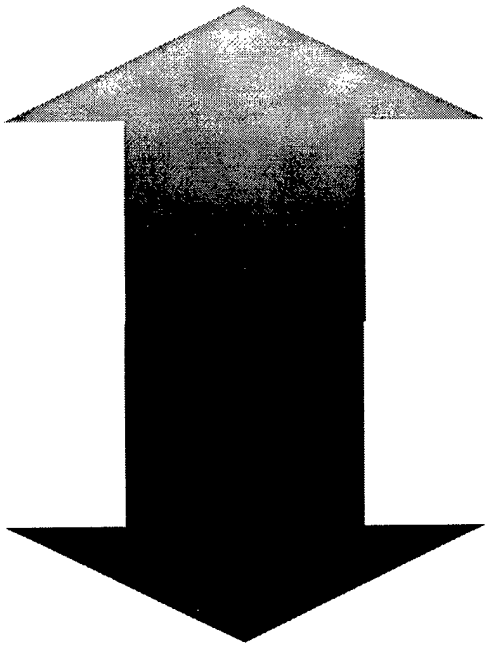
OPTION THREE - Manned by M-day Officers and NCOs, instruction conducted in RC drill status.

SAVINGS OF UP TO ONE-HALF OF CURRENT ROTC COST > $ 100 MILLION and RETURN OF MOST AC OFFICERS AND NCOs (2500) TO THE OPERATING FORCES

Train Individuals

Prioritization of Process Changes

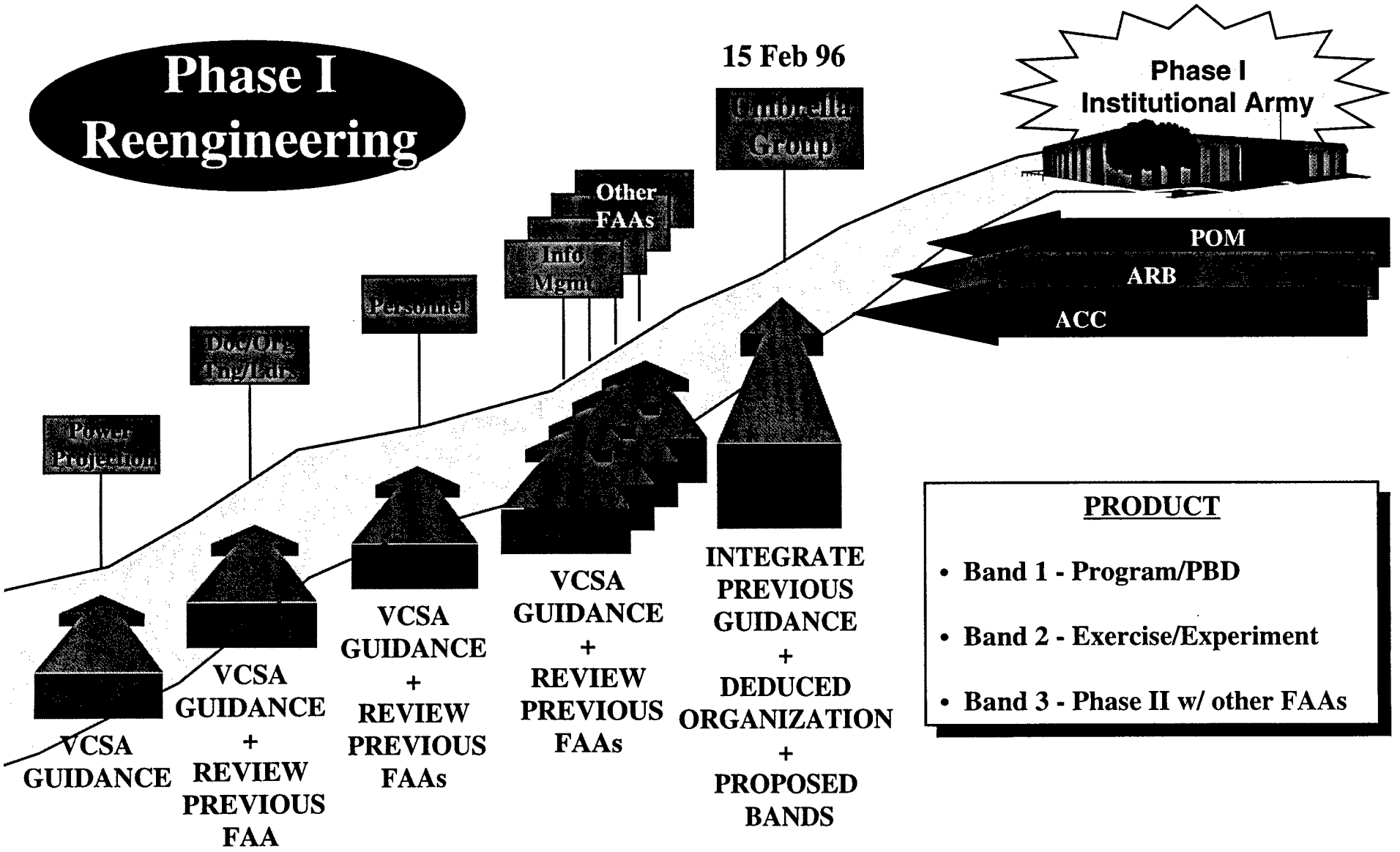
Easy/Cheap/Early



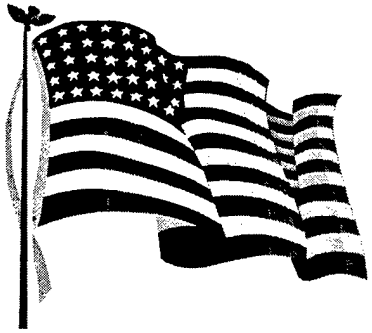
Hard/Expensive/Later

Action	TRADOC	Experiment
• TRADOC Train Individuals Process Owner (Army University)	+	Analysis/Exercise
• Move DAMO-TR(-) to TRADOC	?	Exercise
• Reduce Resident Training Rqmts	+	Analysis/Exercise
• Use RC for ROTC mission	?	Analysis/Exercise
• Reduce number of schools	+	Analysis/Exercise
• TRADOC Acq & Sus People Process Owner	?	Analysis/Exercise

Synchronization of Institutional FAAs



Information Management
Functional Area Assessment



FORCE XXI

Briefing to

GEN Griffith, Vice Chief of Staff of the Army

Mrs. Lister, Assistant Secretary of the Army (M&RA)

2 February 1996

IM FAA Topics

Overview

The IM FAA Process

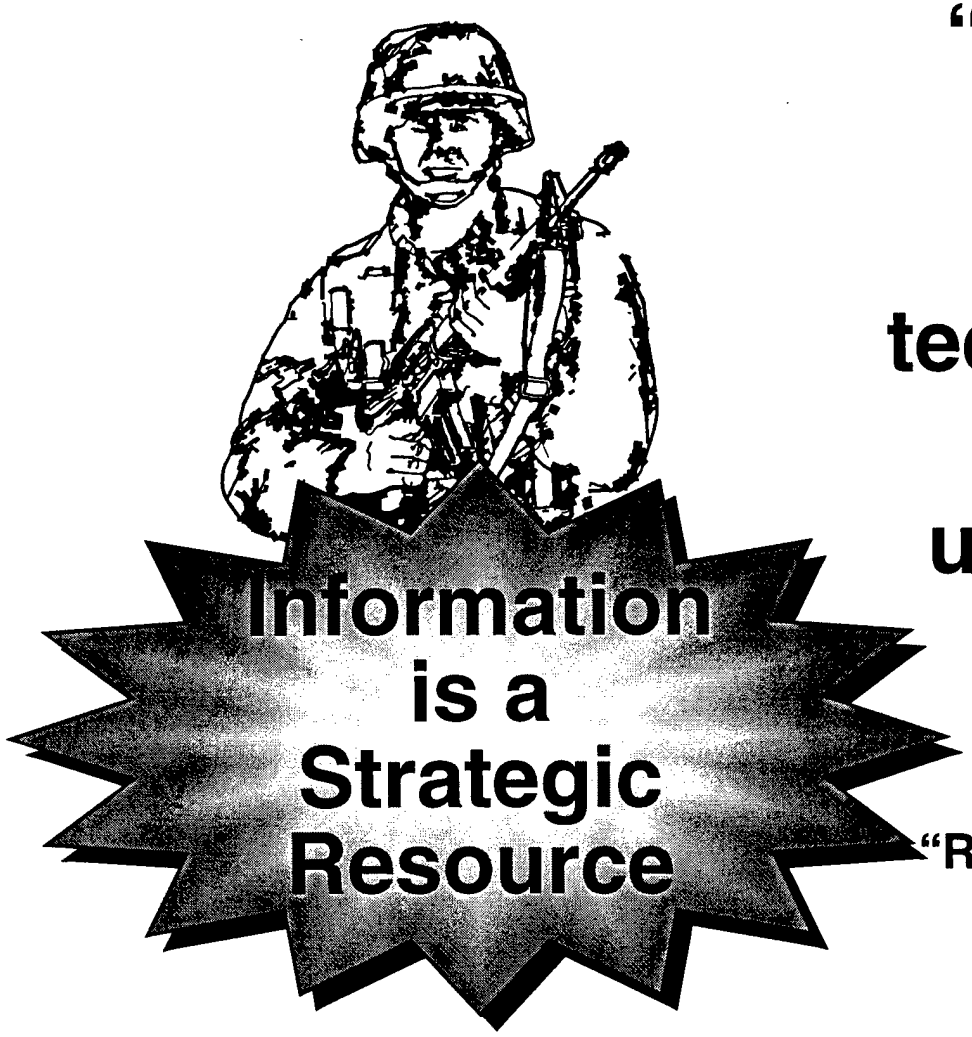
Alternatives

Privatization Opportunities

Recommendations

Impact of Recommendations

View From the Top



"Information systems constitute the single most important technology that can give U.S. warfighters the upper hand in regional contingencies."

Secretary of Defense William J. Perry, "Regional Contingency Dangers Command Dependable Agile Information Systems," NATIONAL DEFENSE, July/August 1995

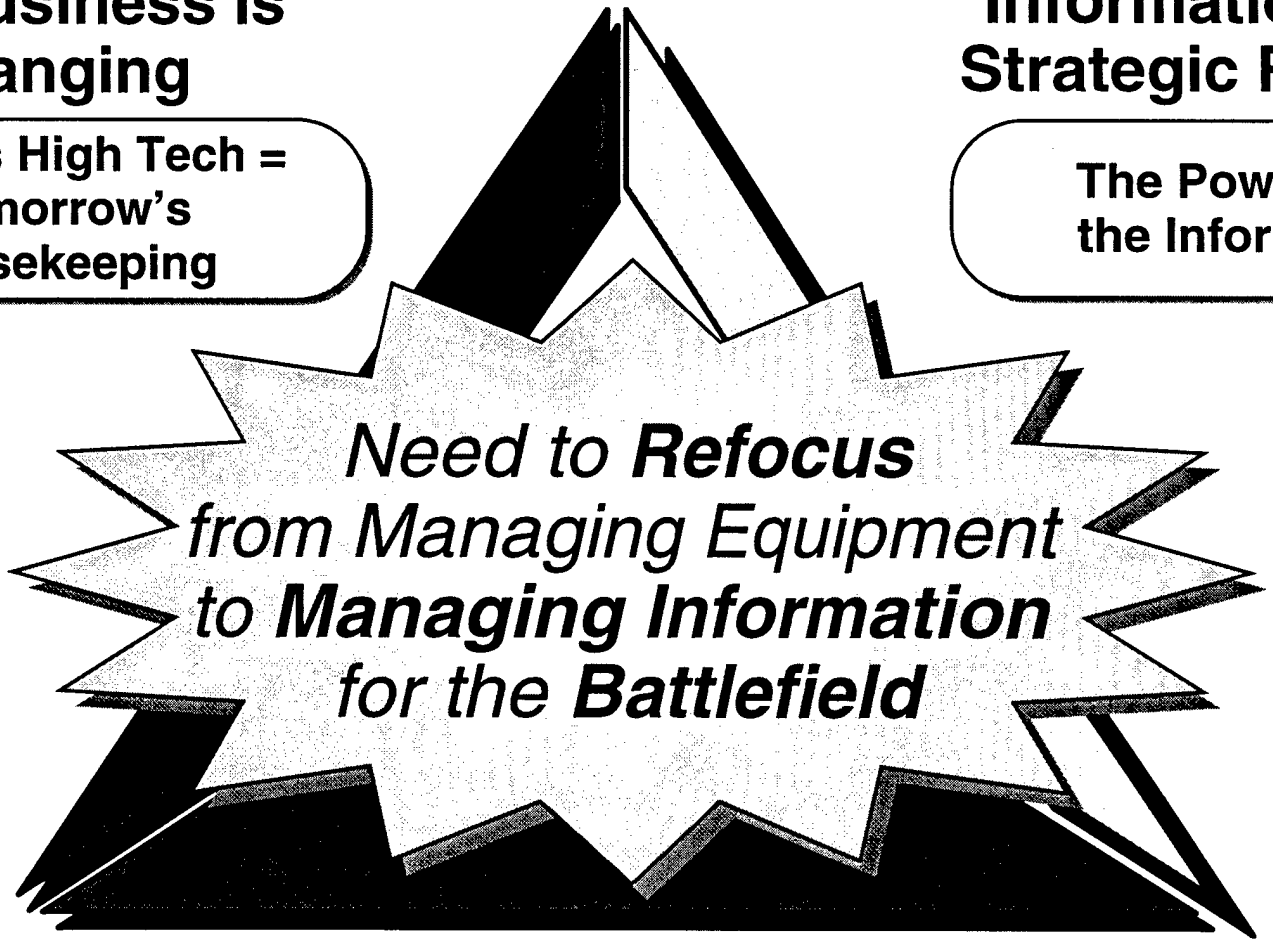
Managing Information for the 21st Century Warfighter

The Business is Changing

Today's High Tech = Tomorrow's Housekeeping

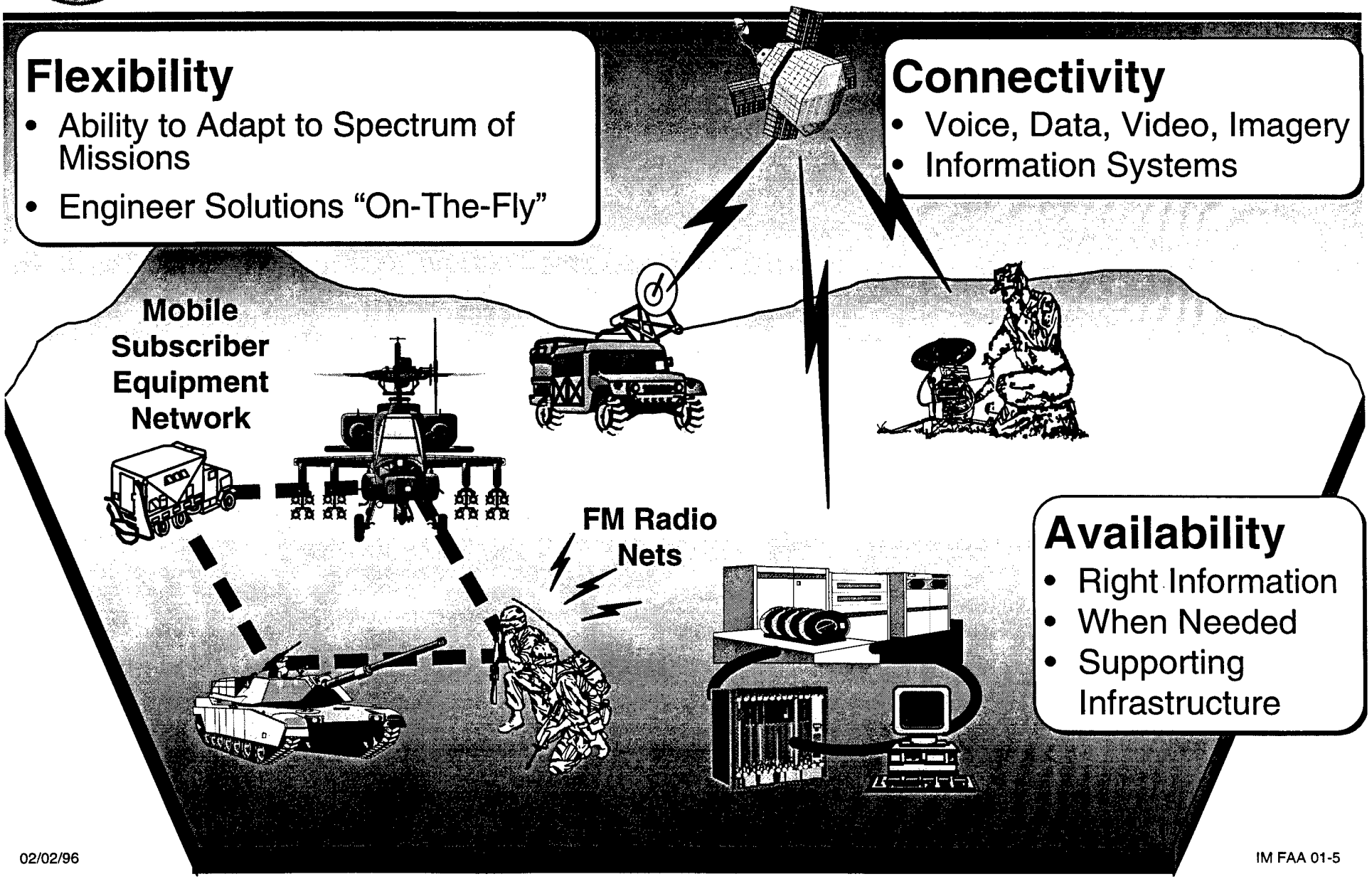
Information is the Strategic Resource

The Power is in the Information

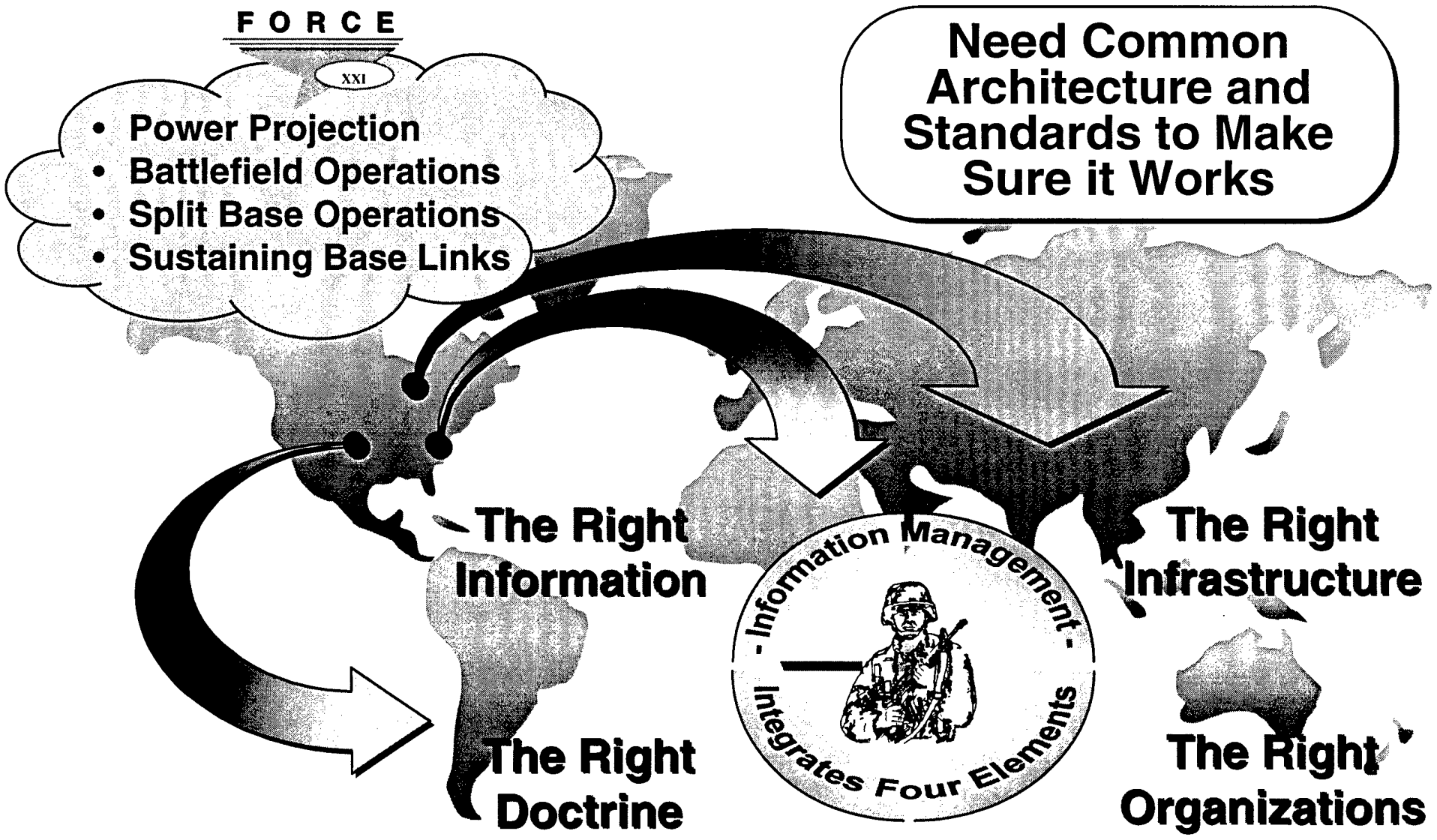


Information *Integration* and *"Jointness"* Dominate the Future

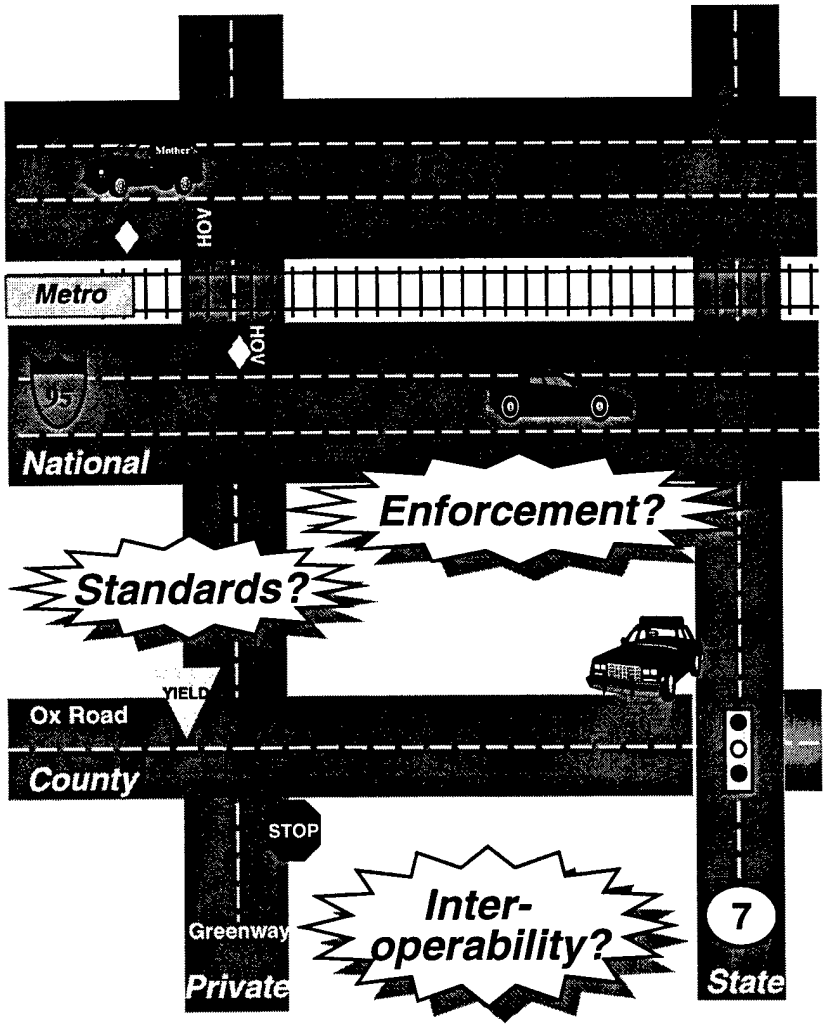
IM on the Battlefield



New Environment

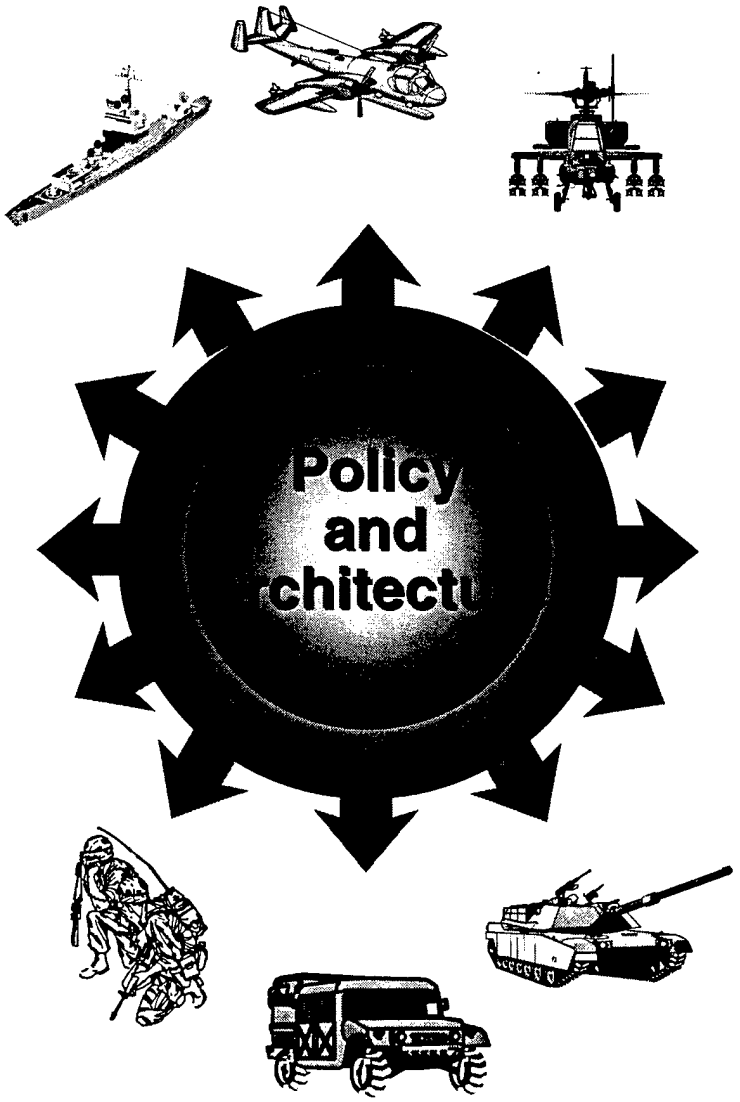


The Information Highway



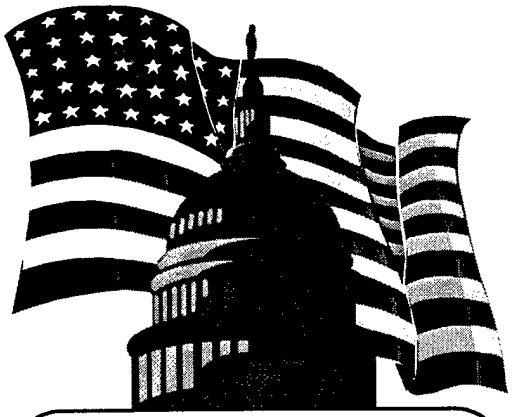
	Land Transportation	Information Transportation	
Global	•Red = Stop •Green = Go •Lights on at Night	•Computer Tech •Internet	**Global**
Nation-al	•Interstate System •Highway Signs •Lane Size	•GCCS & GCSS •DoD Standards, Architecture, Policy •Defense Information Infrastructure	**JCS/ CINCS**
State	•State Highways •Speed Limits •HOV Lanes •Emission Tests	•ABCS, STAMIS's •DA Standards, Architecture, Policy	**Army**
County	•County Roads •Snow Removals	•LANs and WANs •DOIMs	**Install-ation**
Comm-unity	• Private and Toll Roads • Local Laws	•Privatization •Local Hardware/ Software Vendors	**Comm-unity**
	•Traffic Moves •Standards are met •Rules are Enforced •Highways Work!	•Information Must Move •Data Standardization Required •Enforcement Needed	
	Who owns it? Who runs it?	**Who owns it? Who runs it?**	

Policy and Architecture are Critical



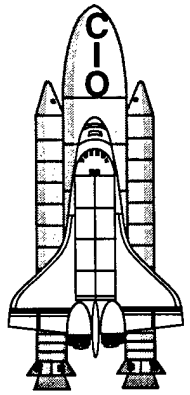
- **Someone Must Develop and Control the Technical "Master Plan" to Ensure:**
  - Communications and Automation are Integrated
  - Data is Shared Across Functions and Networks
  - Configuration Control is Maintained
- **If Not, You Spend Lots of Money, and the Pieces Don't Fit Together...**

Others Share the Same Concerns



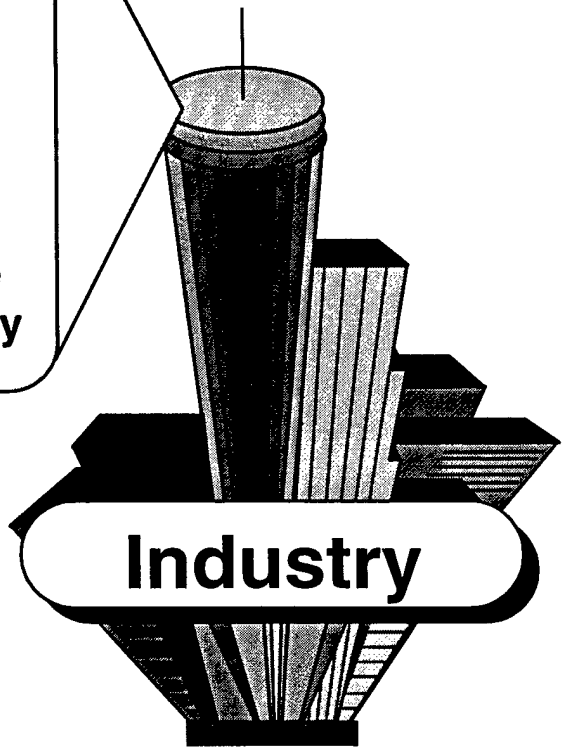
Congress

Cohen Amendment



CIO are at the TOP of Industry

Air Force and Navy Want to Know Our Approach



Industry

Chief Information Officer (CIO)

- Information Expertise
- Functional to Technical Translation
- Prioritize IM Requirements
- IM Oversight
- Authority Over IM Technology Acquisitions

IM FAA Impact

Total
POM 98-03
Savings

$241 M -
$349 M

MIL 195
CIV 415

Process
Assessment

Significant
Change!!!

Improved Support
for the 21st Century
Warfighter

Organizational Change
- Reduces 1 MACOM
- Reduces 2 MSCs
- Reduces 1 HQDA FOA

Positions Army for
Future Process
Improvements

IM FAA Topics

Overview

The IM FAA Process

Alternatives

Privatization Opportunities

Recommendations

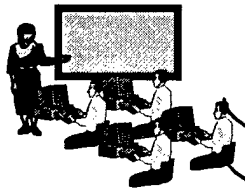
Impact of Recommendations

IM FAA Methodology

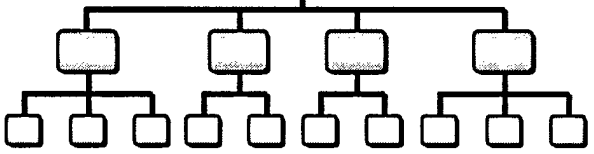
Integrated Process Action Teams (IPATs)

Data Collection

Facilitated Workshops



Process Model



Analysis

Organizations
Products
Customers
Basis
Cost/Resources
Issues

Skills
Key Drivers
Performance Measures
Environment
Operational Force
Priorities

Evaluation Criteria

Alternative 1

Alternative 2

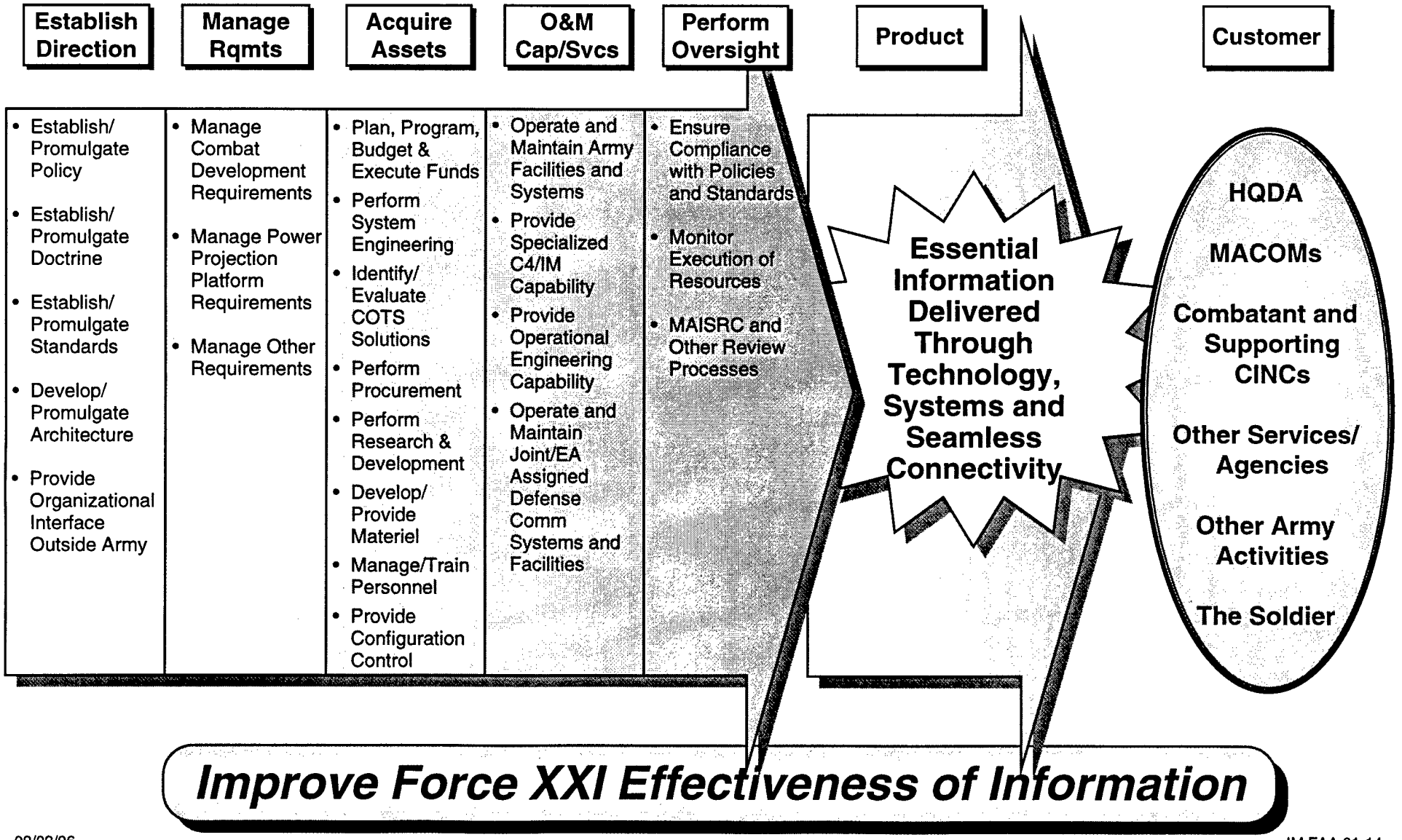
Alternative 3

Recommended Alternative

Manage Information
Definition

- **Information Technology**
  - Develop and Enforce Policy, Architecture, and Standards
  - Identify Developing Technology/Capabilities to Meet Warfighter and Business Needs
- **Information Handling**
  - Receive, Process, Store, Maintain, Transport, Deliver, Update, Secure Information
- **Information Integration**
  - Assure Vertical and Horizontal Information Access (DoD, Joint, & Army)
- **Information Systems Acquisition/Oversight**
  - Acquire Technology -- Hardware and Software
  - Oversee PMs/PEOs

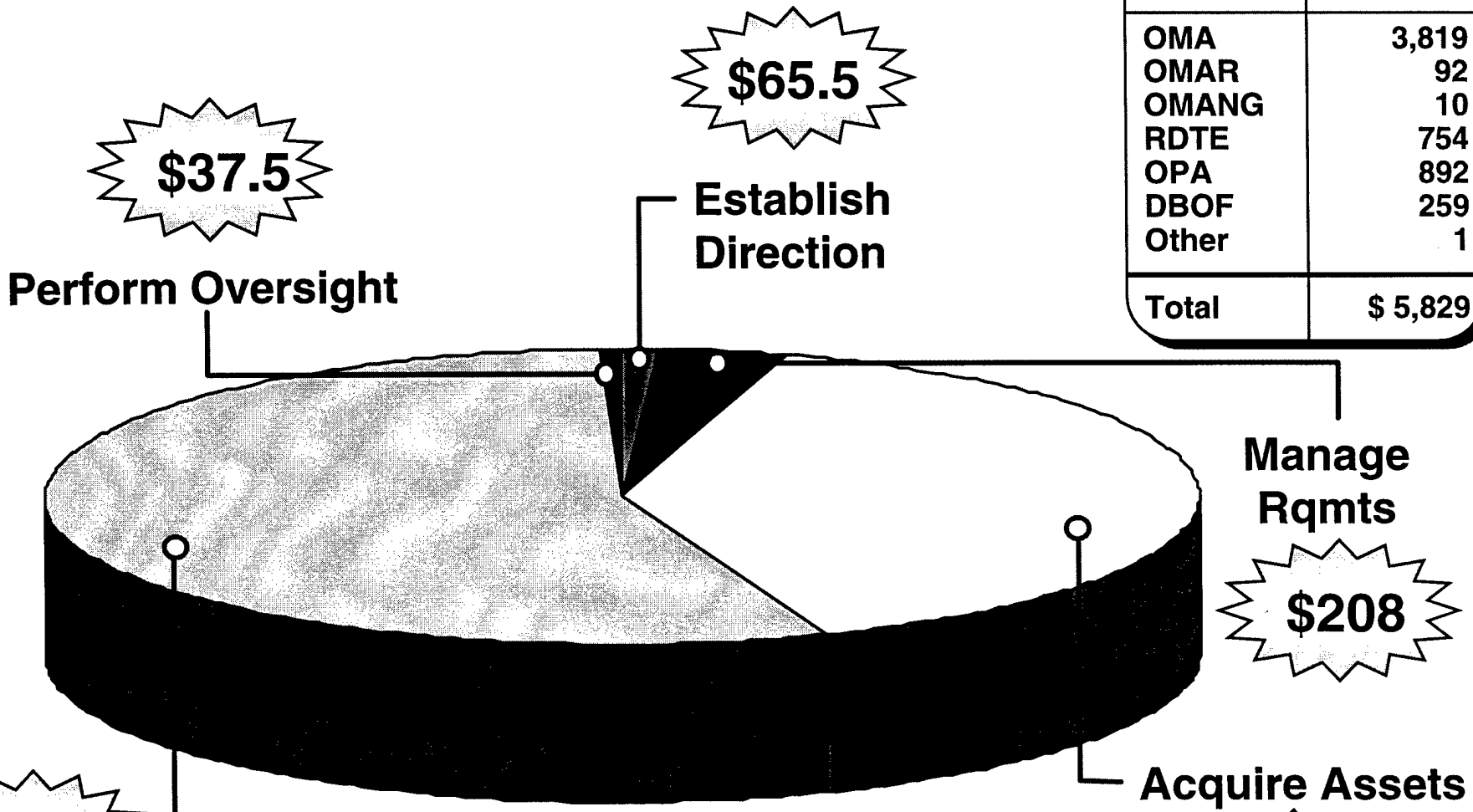
The Army IM Process Model



Improve Force XXI Effectiveness of Information

IM Process Dollars ($M)

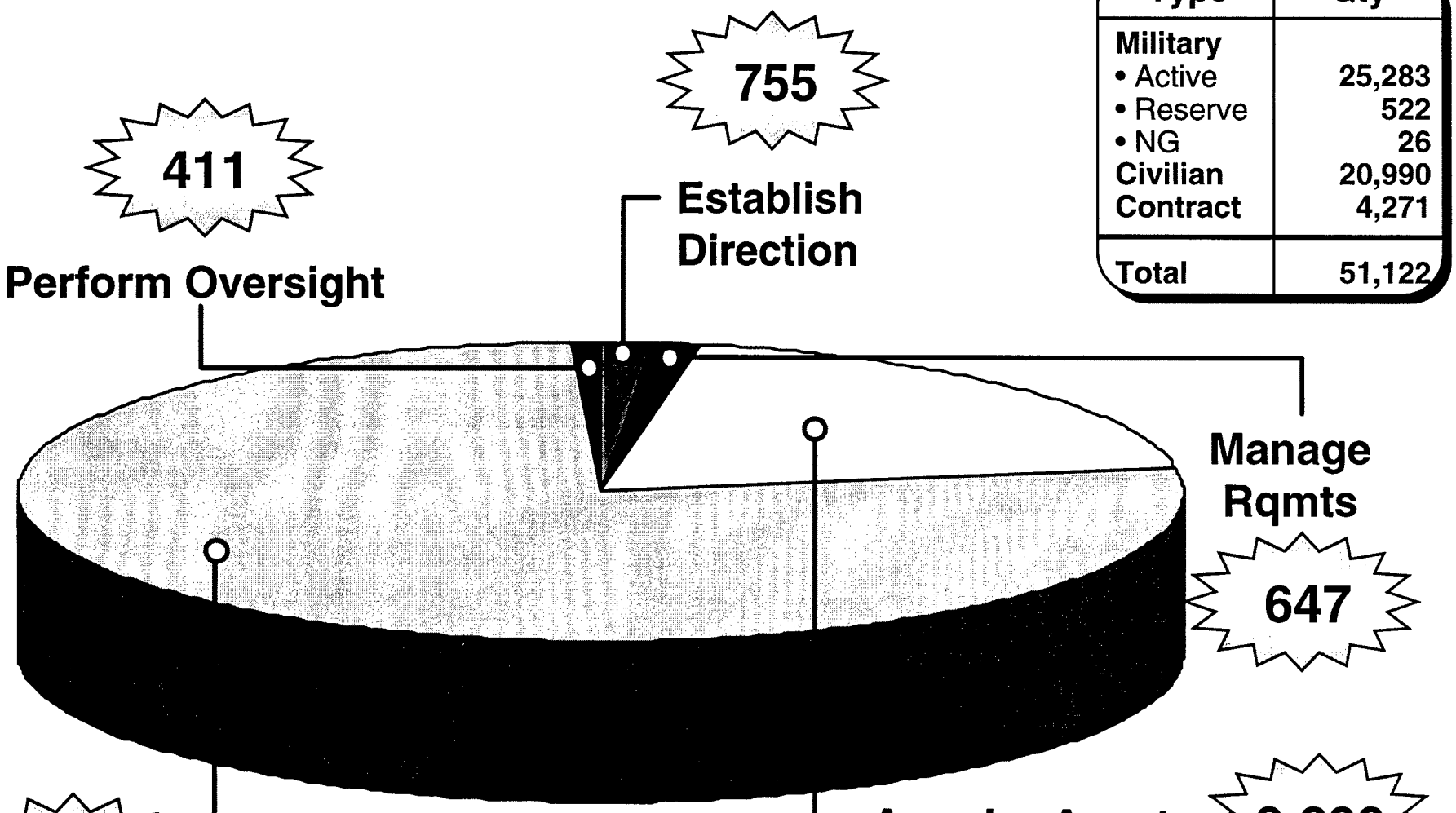
APPN	$M
OMA	3,819
OMAR	92
OMANG	10
RDTE	754
OPA	892
DBOF	259
Other	1
Total	$ 5,829



Notes: Excludes Military Pay;
Data Call Using Jan 95 PBG for FY96

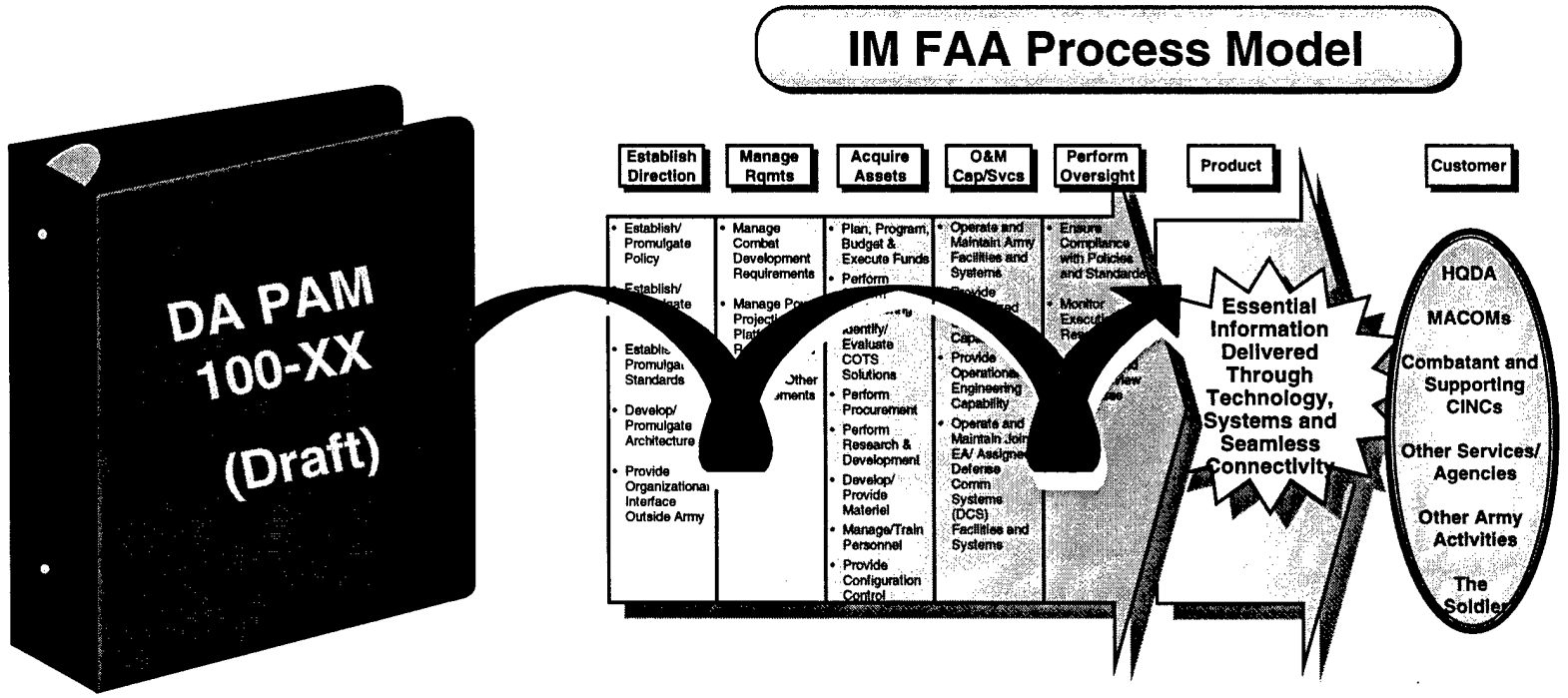
IM Process Workyears

Type	Qty
Military	
• Active	25,283
• Reserve	522
• NG	26
Civilian	20,990
Contract	4,271
Total	51,122



Note: Data Call Using TAADS 96-02 for FY96

DA PAM 100-XX (Draft) Influenced Recommendations



Establishes a Conceptual Baseline for Redesign of the Institutional Army

IM FAA Evaluation Criteria

IM FAA Topics

Overview

The IM FAA Process

Alternatives

Privatization Opportunities

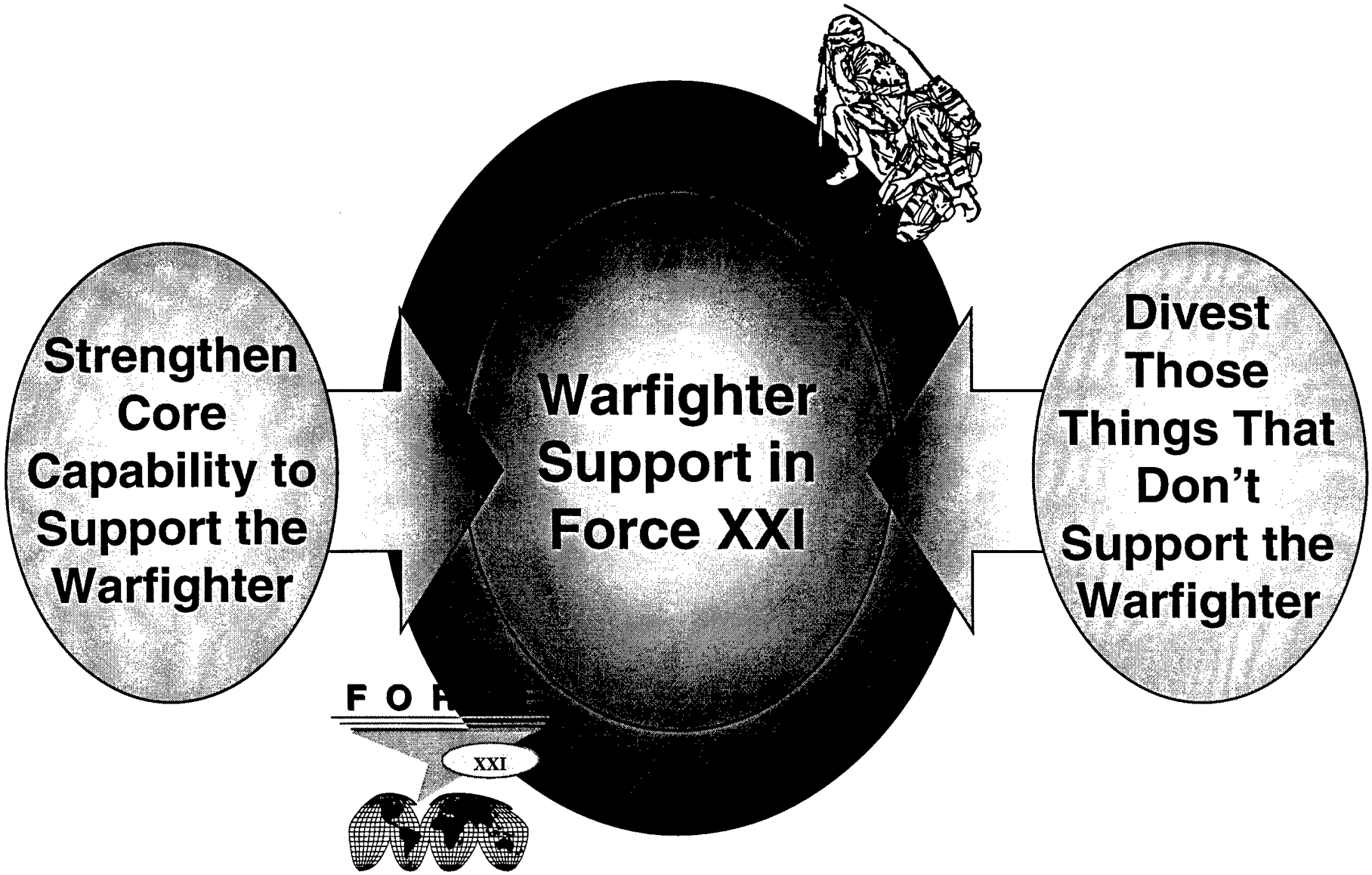
Recommendations

Impact of Recommendations

Baseline Evaluation

Evaluation Criteria	Baseline
Warfighter/Customer Support	Y
Organizational Disruption	G
Support Force XXI Objectives	R
Interoperability and Jointness	R
Resource Requirements	Y
Legislative Sensitivities	Y

Signal Organization and Mission Alignment (SOMA)



SOMA Briefings

ARSTAF

- GEN Griffith - VCSA
- LTG Dubia - DAS
- LTG Blackwell - DCSOPS
- LTG Stroup - DCSPER
- LTG Wilson - DCSLOG
- Mr. Davis - ADCSINT
- MG Anderson - ADCSOPS
- MG Miller - ACSIM
- MG Baratz - CAR
- BG Bilo - ARNG★

Secretariat

- Mr. Reeder - USA
- Mr. Decker - ASA(RDA)
- Mrs. Lister - ASA(M&RA)
- Mrs. McCoy - ASA(FM&C)
- Ms. Moore - PDASA(IL&E)★
- Mrs. Harrison - AA

OSD Staff

- Mr. Paige - ASD(C3I)

MACOMs

- GEN Tilelli - FORSCOM
- GEN Salomon - AMC
- GEN Hartzog - TRADOC
- GEN Crouch - USAREUR
- LTG Timmons - EUSA
- LTG Williams - USACE
- LTG Scott - USASOC
- MG Magruder - USARSO
- BG Thomas - INSCOM
- Mr. Rappe - MTMC

BoD (7)

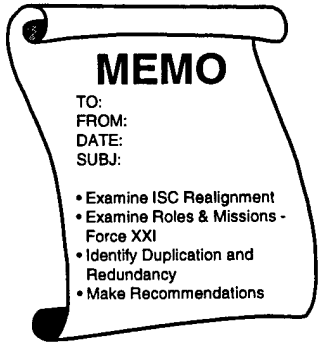
CoC (4)

VTC (11)

★ *To Be Briefed*

02/02/96

Signal Organization Mission Alignment (SOMA) Direction



VCSA Memo to DISC4

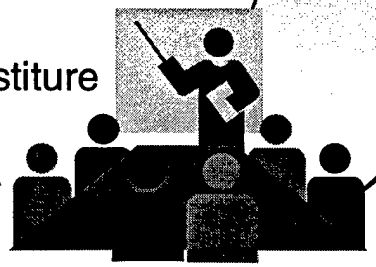
- Examine ISC Realignment
- Examine Roles and Missions - Force XXI
- Identify Duplication and Redundancy
- Make Recommendations

New CSA and VCSA Guidance

- Validated Original Guidance
- Expect Strong DISC4 Role in Policy, Control, and Enforcement
- Investigate Elimination of Units/Commands
- Expect Efficiencies/Savings

Effort Refocused at ISC Re-Engineering Briefing

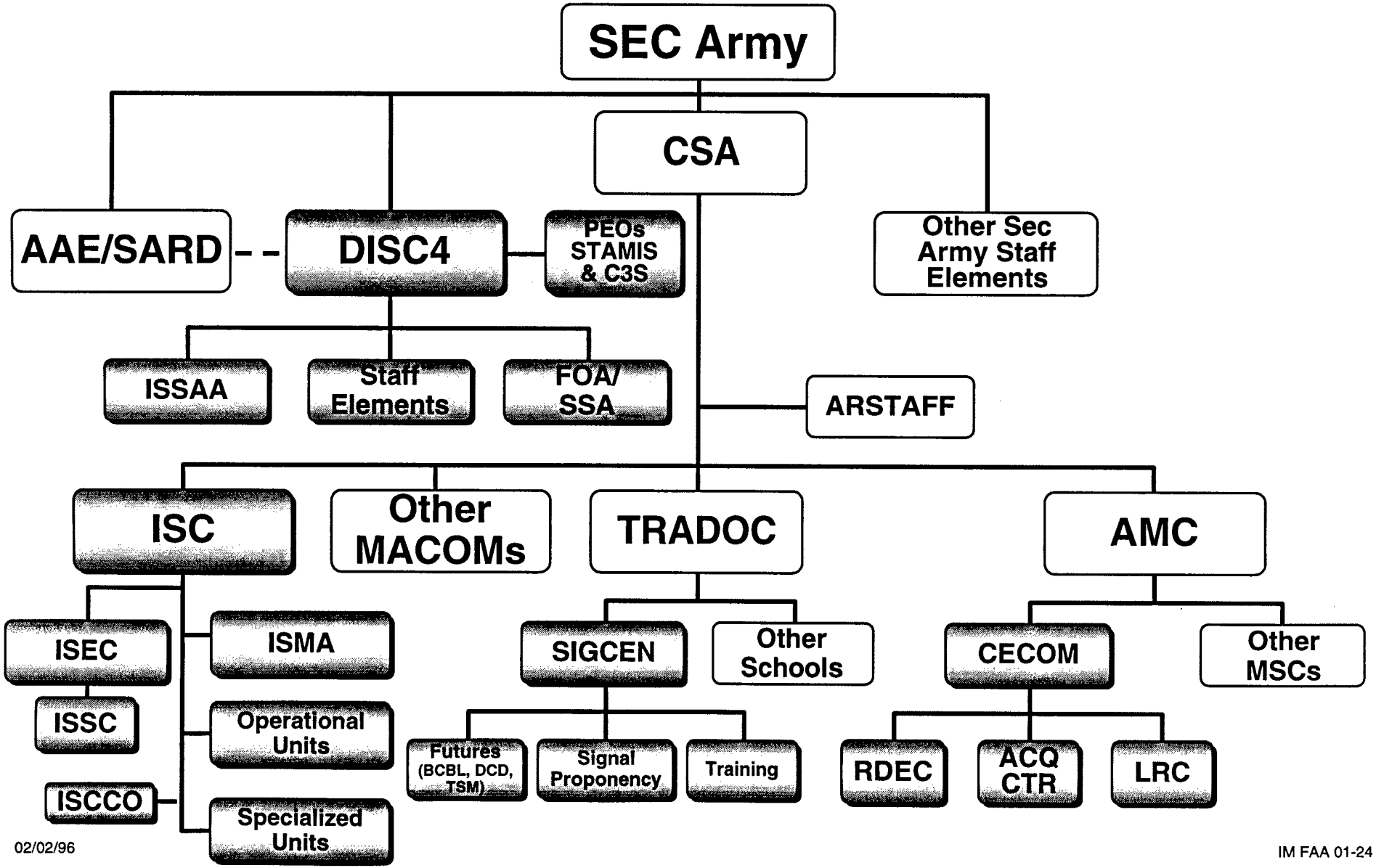
- Not a Bogey Drill
- Concentrate on Core Priorities/Capabilities - Force XXI
- Evaluate Areas for Divestiture and Privatization
- Expand Effort to IM FAA



SOMA Principles

- **Focus on the Warfighter**
- **Structure for Force XXI**
- **Maintain Operational Support Throughout Transition/ Reorganization**
- **Focus on Core Competencies**
- **Consolidate Functions for Seamless Support - Sustaining Base to Foxhole**
- **Be Sensitive to People Impacts**

Key SIGNAL/IM Organizations



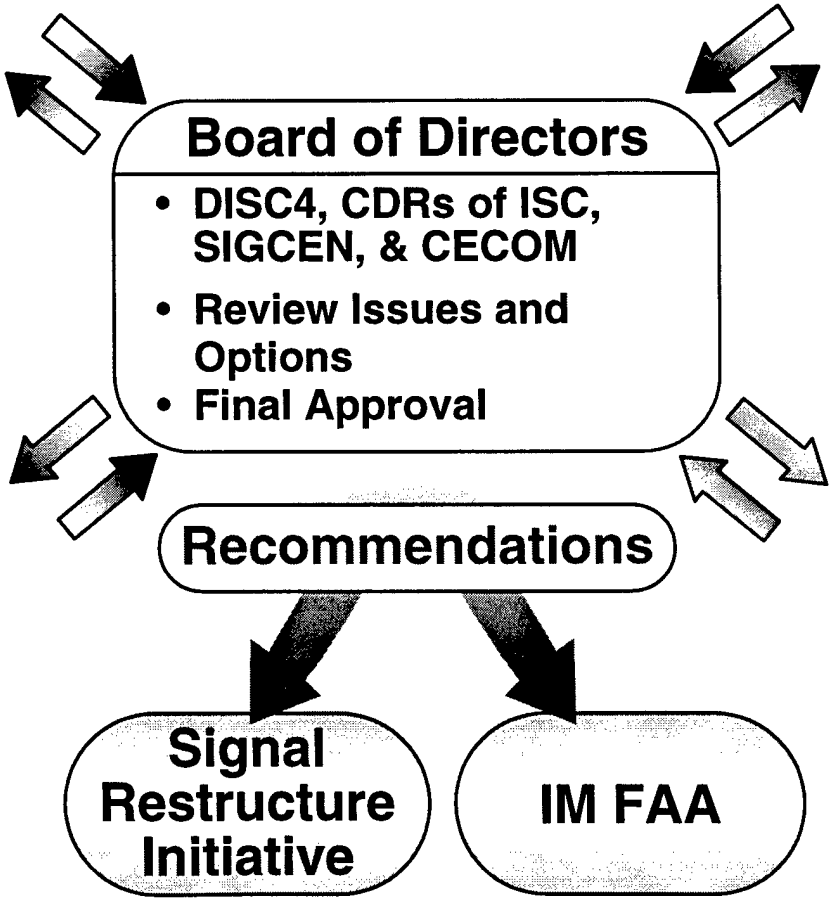
Study Methodology

Integrated Process Action Teams (IPATs)

- Nine Teams -- Process Owners and Customers
- Key Command Participation
- Identified Issues and Options

Council of Colonels

- Formed From Key Commands
- Developed Issues
- Recommended Organizational Structure
- Developed Advantages and Disadvantages



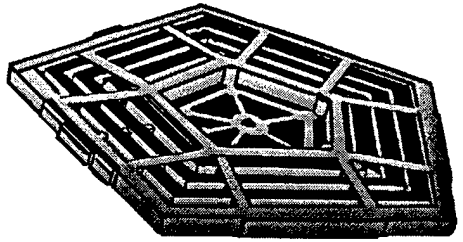
Integration Team

- ODISC4
- Development of:
  - Issues
  - Options
  - Recommendations

Independent Advisors

- Retired General Officers
- Sanity Check
- Recommendations

Recommendation Categories



Strengthen Ability to Provide Direction and Allocate Resources

DISC4
HQDA
TRADOC

ISC
CECOM
PEOs
DISC4

Improve C4/IM Acquisition, Procurement and Engineering Support for the Warfighter and Power Projection Platforms

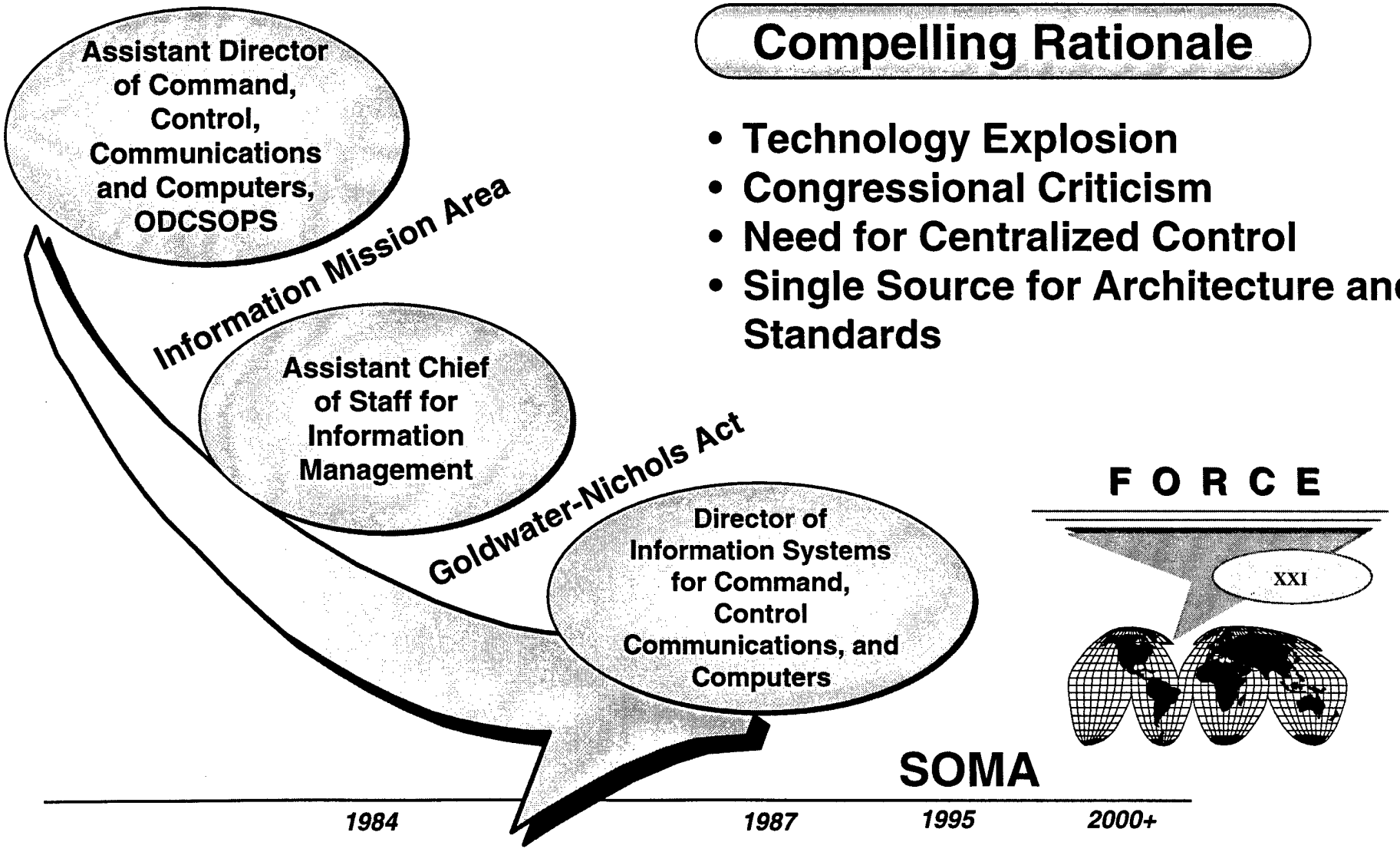
Provide Power Projection and World-Wide C4/IM Capabilities to the Warfighter

ISC
SIGCEN
HQDA

Historical Perspective - DISC4

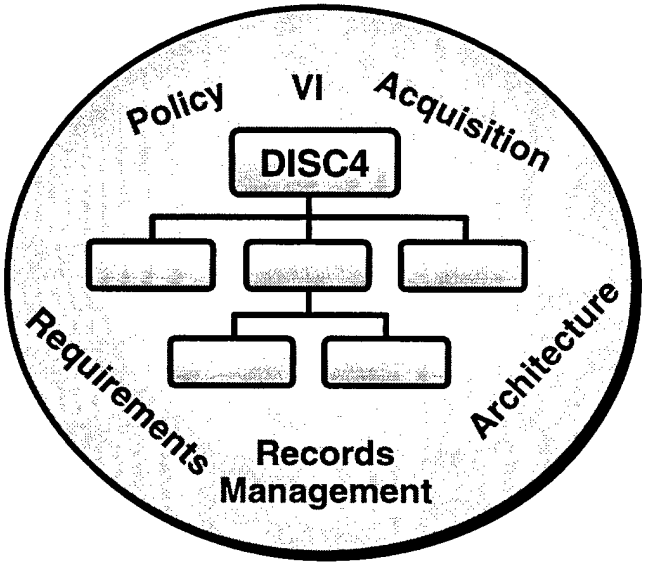
Compelling Rationale

- Technology Explosion
- Congressional Criticism
- Need for Centralized Control
- Single Source for Architecture and Standards



DISC4 Initiatives

- Increase Emphasis on Policy and Architecture
- Divest Non-Core Missions
- Establish Joint Warfighter Cell
- Reorganize for Better Acquisition Support
- Provide Improved DOIM Support
- Support Realigning Sustaining Base With Tactical Requirements Process



Historical Perspective - PEO/PM

Goldwater-Nichols Act

PEO
STAMIS, MIS, Network, COM, C2S, (ASARDA Oversight)

Consolidation

PEO
STAMIS, COM, C2S (DISC4 Oversight)

Comm Sys Agency: Defense Comm Facility and COTS Acquisition

Consolidation

PEO
STAMIS, C3S (DISC4 Oversight)

ISMA

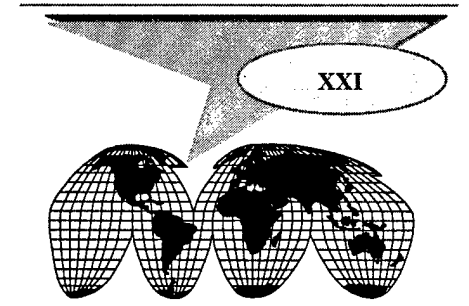
SOMA

1964 1984 1989 1995 2000+

Compelling Rationale

- Provide Integrated Support to the Warfighter
- Streamline Acquisition Process
- Reduce Overhead
- Promote Compliance With Architecture
- Enhance Interoperability

F O R C E



Acquisition Structure Changes

POM 98-03 Savings

$11 M - $13 M

MIL 8
CIV 40

- **C2 Systems**
- **Tactical Comm**

PEO C3S

- ADCCS (Air Defense)
- Appliqué (TF XXI)
- Common Hardware/Software
- COUNTER-NARC Command Management System
- FATDS (Field Artillery)
- Global Position System
- Intel Fusion (ASAS)
- JTACS (Tactical Comm System)
- MILSTAR
- OPTADS (Mnvr Control System)
- SATCOM
- STCCS (AGCCS & CSSCS)
- TRCS (TAC Radio Comm System)
- CTIS (CBT Terrain Information System)
- IMETS (Weather System)

- **Business Systems**
- **Tactical CSS**

PEO STAMIS

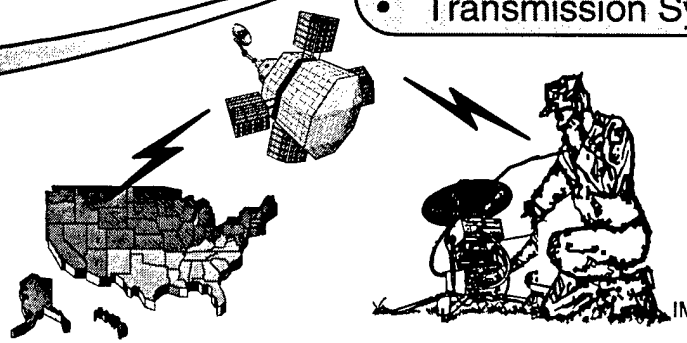
- ILOGS (Logistics System)
- TACMIS (Logistics & Personnel Systems)
- SBA (SBIS, CPO, ISM)
- JCALS
- JRISS (Joint Recruiting System)
- SIDPERS-3
- AIM (Acquisition Information Management)
- CAISI

- **Defense Comm Systems/COTS**
- **Installation Infrastructure**

ISMA

- Defense Msg System
- Base Infrastructure
- Switched Systems
- IMA-MOD (Belvoir)
- Information Management and Technology (Pentagon)
- Small Computer Program

- TACCIMS and C2 Center Upgrades
- Transmission Systems



02/02/96 **Improved Integration - HTI Cells**

IM FAA 01-30

Streamline Procurement and Engineering

CECOM

- AR 70 Series
- Weapon System Acquisition
- Large Scale Engineering
- Post Deployment Software Support

ISEC and ISCCO (ISC)

- AR 25 Series
- Rapid Procurement
- Deployable Field Engineering
- Software Engineering
- COTS Products

ISSAA (DISC4)

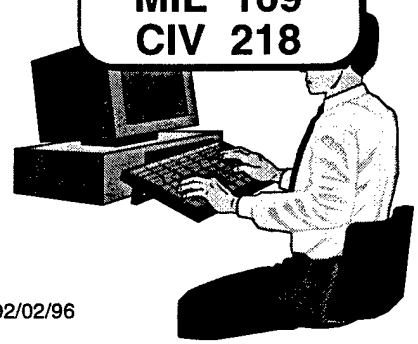
- AR 25 Series
- Rapid Procurement
- Agency Procurement Request/Delegation of Procurement Authority (APR/DPA)
- COTS Products

Based on Improved Business Process

POM 98-03 Savings

$9 M - $11 M

MIL 169
CIV 218

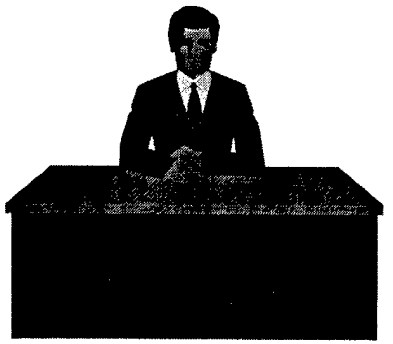


Reduces HQDA by

MIL 15
CIV 84

CECOM

- Build Synergy in Core Expertise
- Combine AR 70 and 25 Capabilities
- All Procurement and Engineering
- Matrix Support to PEOs and ISC
- Operational Support to ISC and CINCs



Historical Perspective - ISC

Pre '64: Scattered Missions & Functions

STRATCOM

Centralization

USACC

Centralization

USAISC

1964 1973 1984 1992 1995 2000 +

DOIMs Returned to AMC, FORSCOM, & TRADOC

SOMA

FORCE XXI

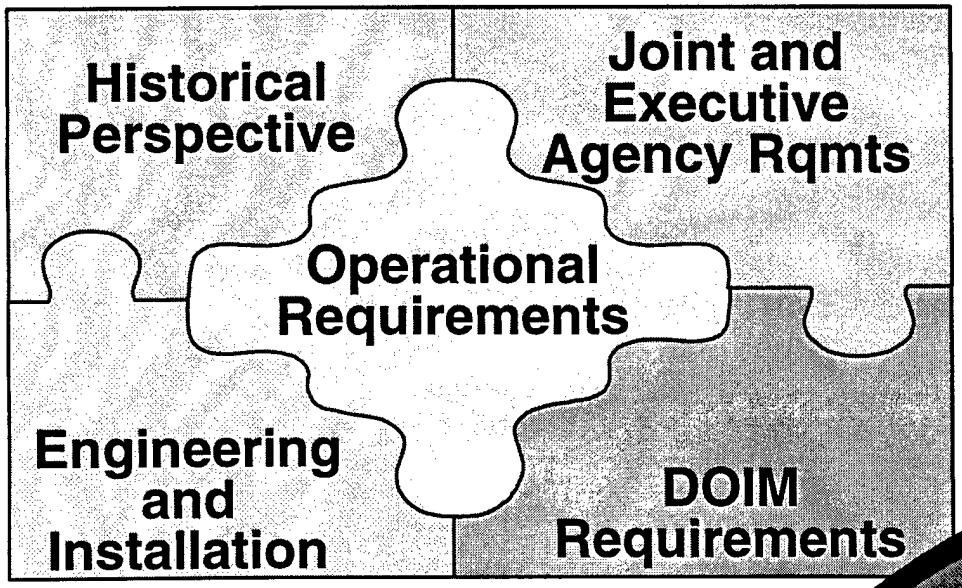
Compelling Rationale

- Global Defense Communications System (DCS)
- Increasing Joint Responsibilities
- Consolidation Efficiencies
- Standardization Through Centralized Control and Training
- Merging Communications and Automation Technology

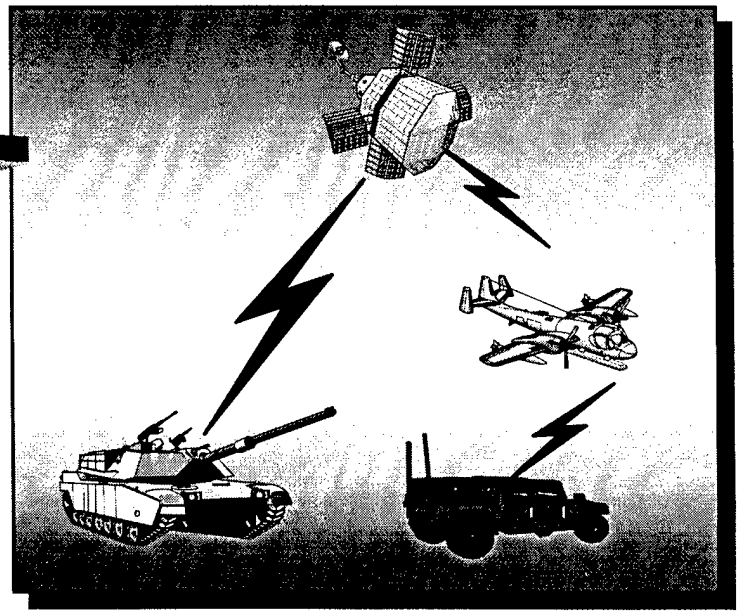
Examine Information Systems Command

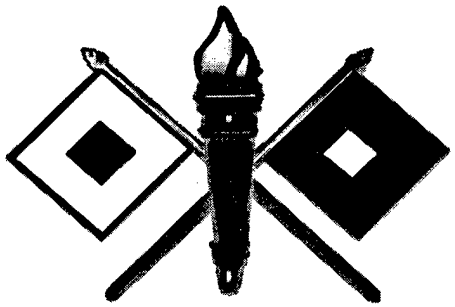
1 CDR Assessment

FM 25-100



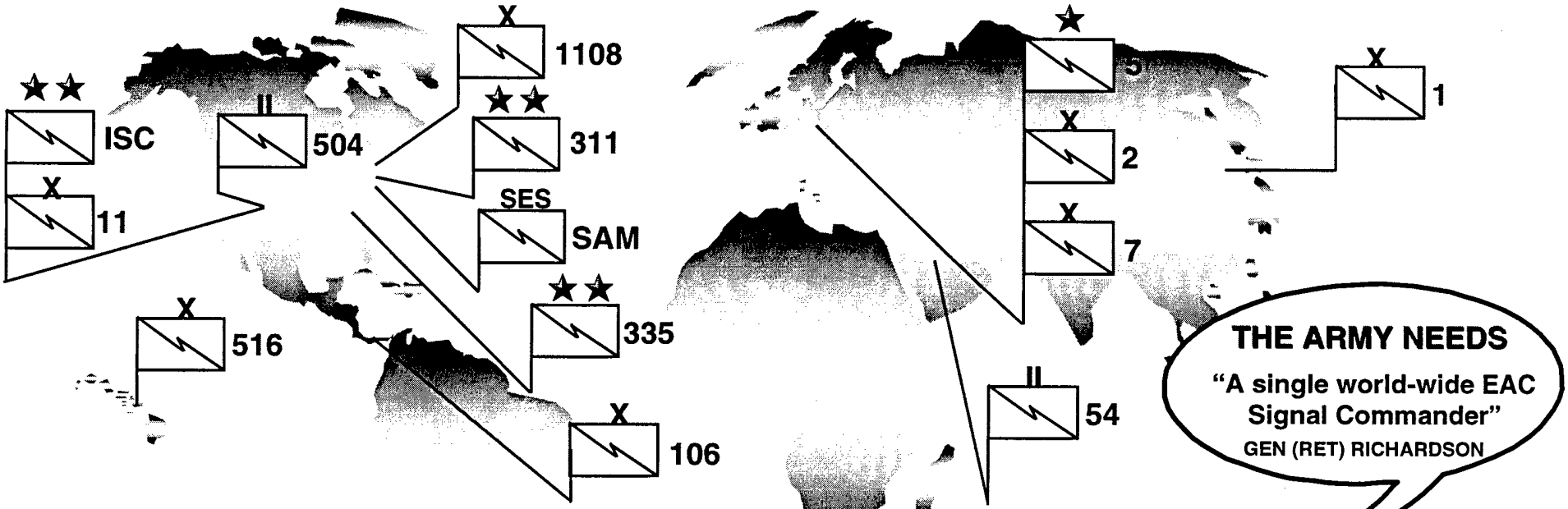
2 Mission Essential Task List (METL)





3 Organization

Force XXI Requires a Single World-Wide C4/IM EAC Commander



- Rapid Cross-Leveling and Task-Organizing to Support 2 MRCs
- Increasing Technical Complexity
- Global Nature of EAC Connectivity
- Central Control and Training Coordination
- World-Wide Consistency and Compliance
- One Commander From Corps Rear to Sustaining Base

THE ARMY NEEDS
"A single world-wide EAC Signal Commander"
GEN (RET) RICHARDSON

THE ARMY NEEDS
"A single crew chief" for Information Services
GEN (RET) WICKHAM

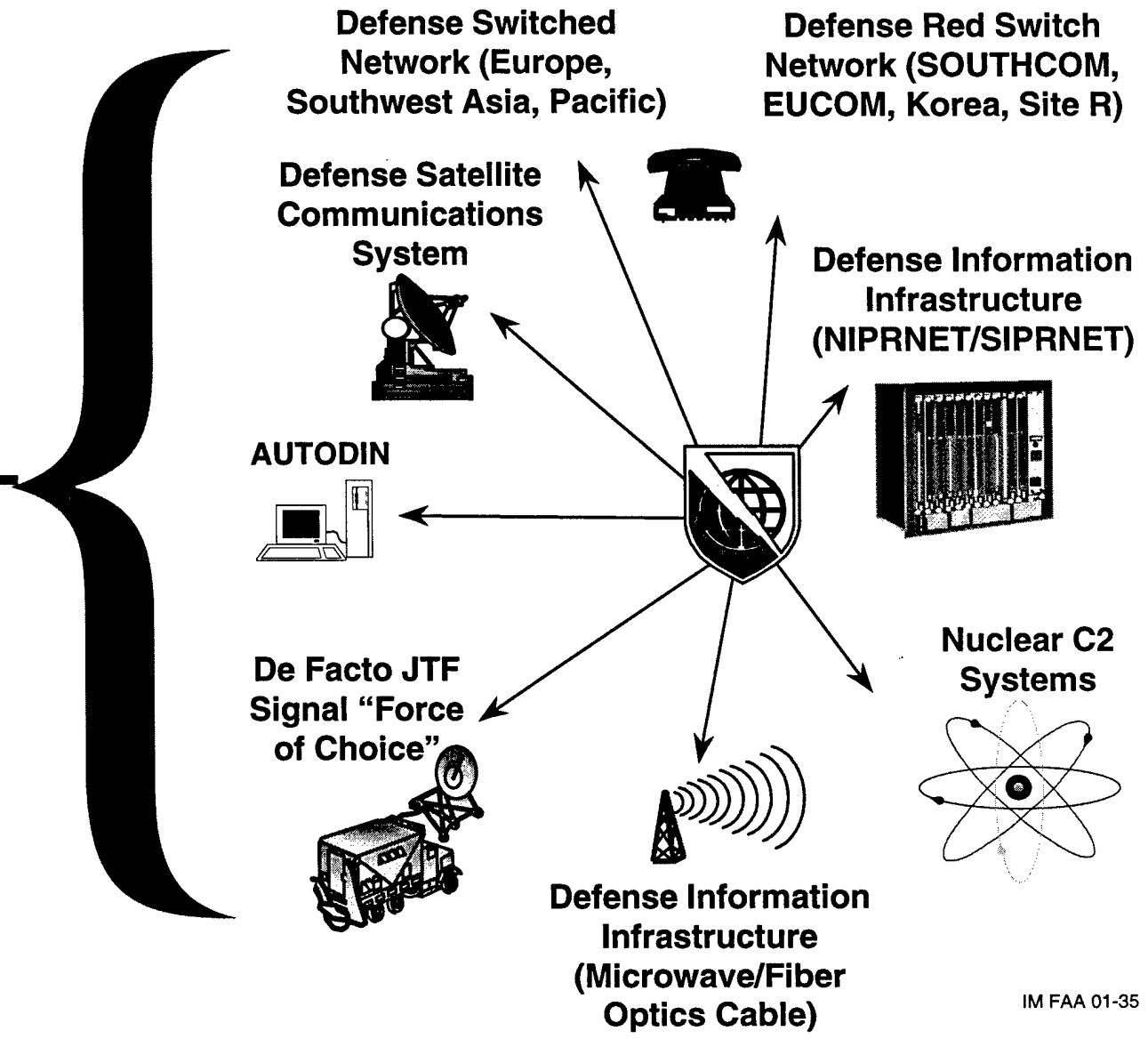
Current Joint and Executive Agency Responsibilities

DISA

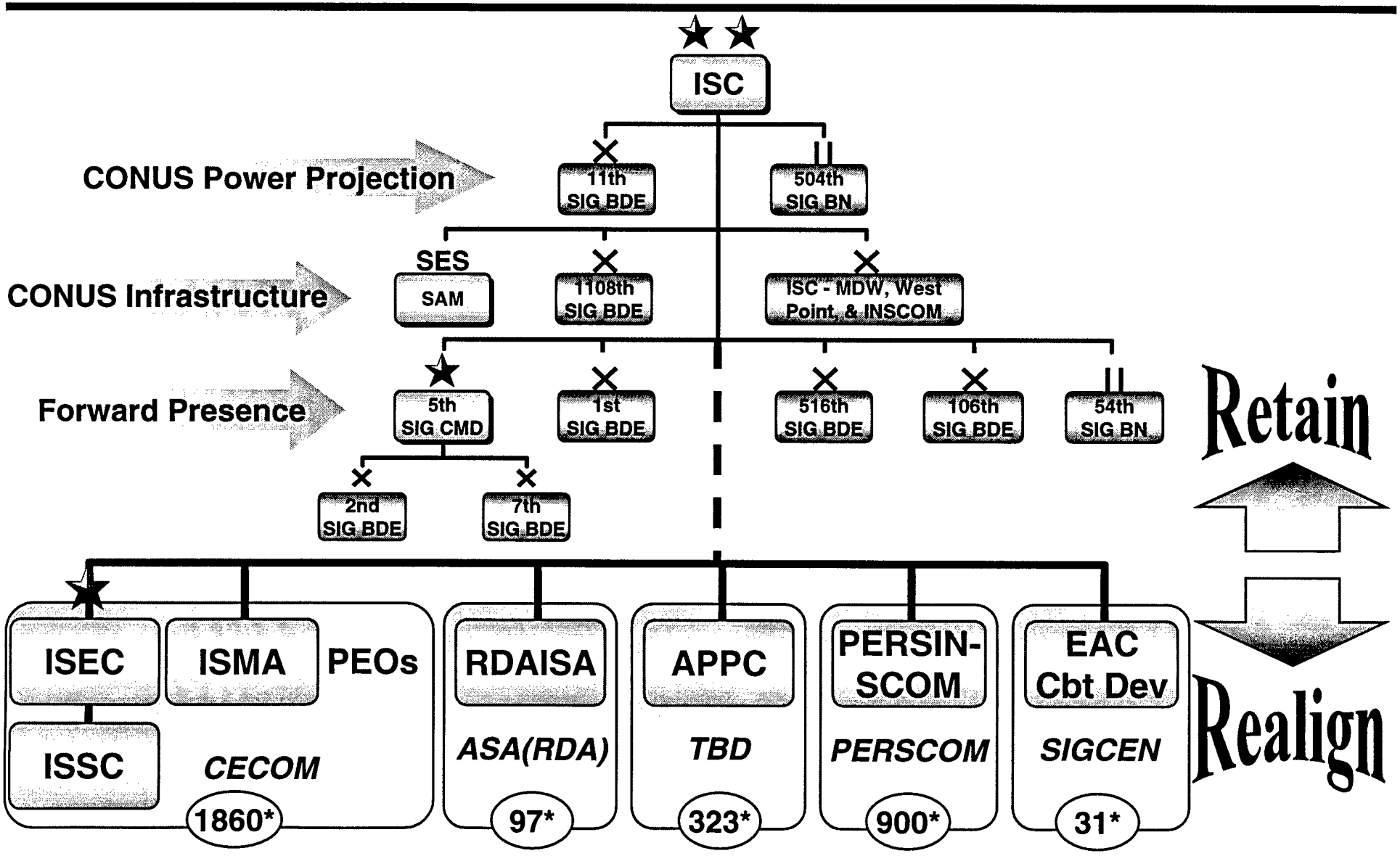
- Broad Management of Defense Information Infrastructure
- Technical Direction
- MILDEP Integration

Army

- Operate and Maintain Facilities and Systems
- Sustaining Base Support
- JCS Assigned Systems



ISC Organizational Changes



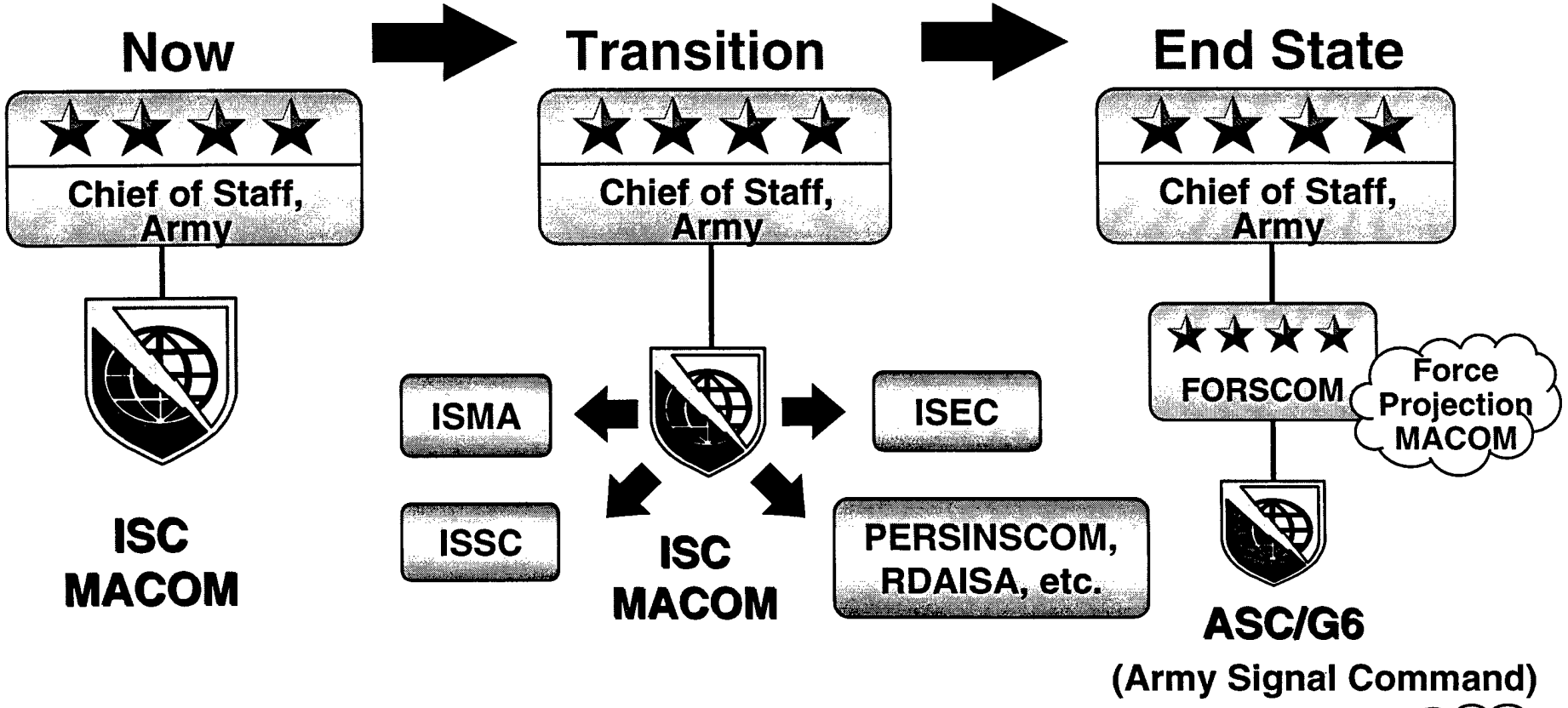
02/02/96

Specialized or Non-Core Elements

(* Estimated FY98 Authorizations)

IM FAA 01-36

Implementation Strategy

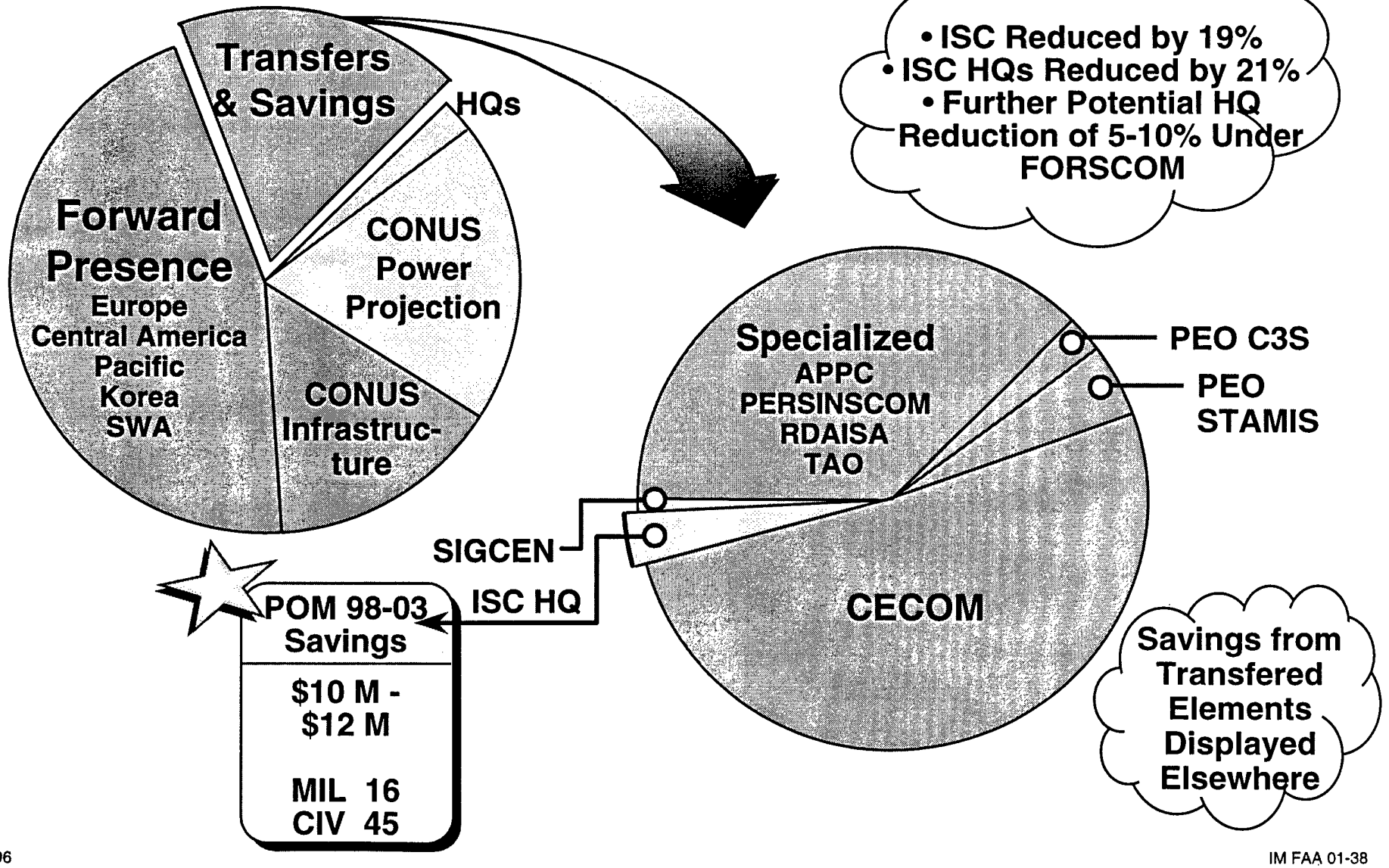


ASC Essential Roles

Dual Hat is Established Doctrine

- Strategic Integration (Gateways)
- Responsive Warfighter Support
- Joint Task Force Support
- Strategic DS/GS
- DISA Organizational Interface
- Support National Military Strategy

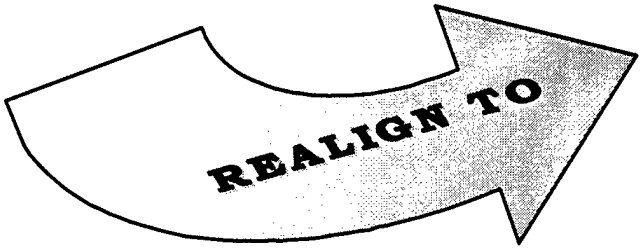
ISC Resource Changes



SOMA Open Issues

Non-Core Areas

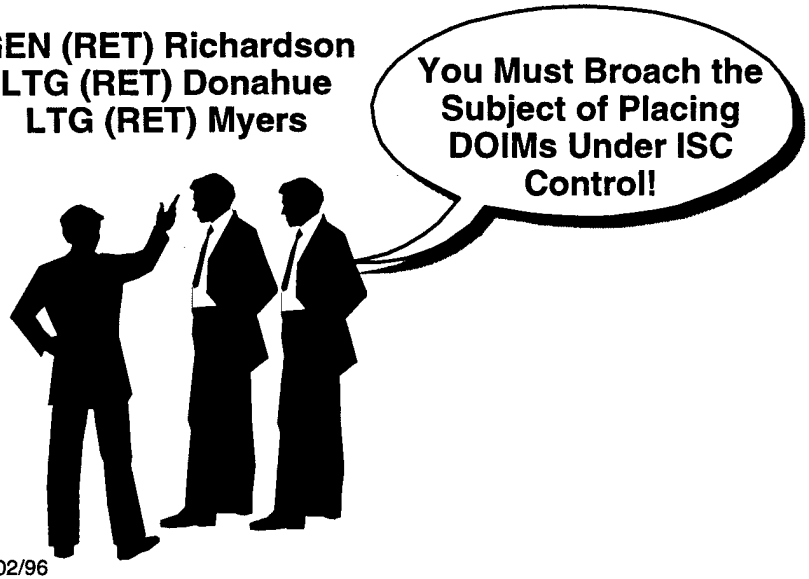
- Records Management
- Publications & Printing
- Libraries



- Secretary of the Army Administrative Assistant
- Adjutant General
- ACSIM

?

GEN (RET) Richardson
LTG (RET) Donahue
LTG (RET) Myers



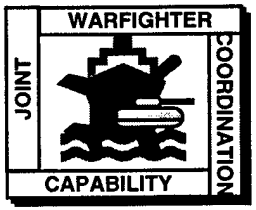
Advisors' Rationale

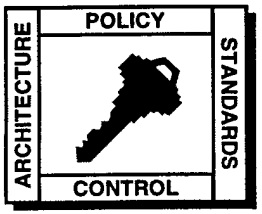
- Increasing DOIM Importance to Warfighter
- Better Control
- Single Supervision of Complex Area
- Consistent Technical Solutions
- Smooth Integration and Interoperability - Installation to Strategic Networks to Battlefield
- It's Broken -- We Must Fix It
- Installation and MACOM Commanders Lack Time and Expertise

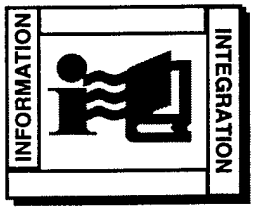
SOMA Evaluation

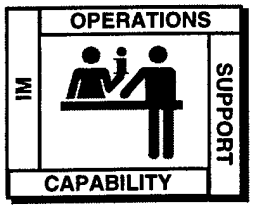
Evaluation Criteria	Baseline	SOMA
Warfighter/Customer Support	Y	G
Organizational Disruption	G	Y
Support Force XXI Objectives	R	G
Interoperability and Jointness	R	Y
Resource Requirements	Y	G
Legislative Sensitivities	Y	G

SOMA Enhanced = Dealer's Choice









- **Joint Warfighter Cell Expansion**
- **Aggressive Configuration Control**
- **Information Integration**
- **Disposition of Records Management, Publications and Printing, and Libraries**
- **Realign Technology Applications Office**
- **Improved Support to IM Service Providers**
  - DISC4 Refocus
  - DOIM Ownership Issue
  - Privatization Opportunities

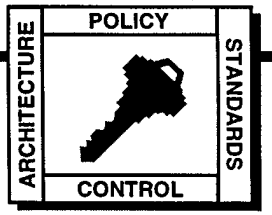
Joint Warfighter Coordination Capability

Permanent Division Within DISC4 to:

- **Coordinate C4 for the Warfighter with Joint Staff and DISA**
- **Coordinate with ASD(C3I)**
- **Coordinate with Joint Staff J6:**
  - Joint Requirements Oversight Council (JROC)
  - Joint Warfighter Capability Assessment (JWCA)
  - Joint Warrior Interoperability Demonstration (JWID)
- **Coordinate Joint Standards and Architecture with Army Standards and Architecture**

Zero Sum Reallocation Within DISC4

Configuration Control Capability

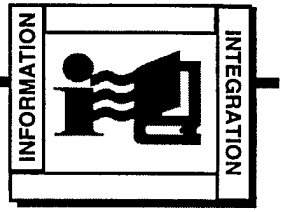


- **Institute Compliance Program**
  - Provide Guidelines for MACOM Review of Subordinates to Assure Configuration Control at All Levels
  - Perform Reviews of MACOMs

Refocus Existing Assets

- **Enforce Policies, Standards, and Architectures Across the Army**
  - Ensure Connectivity from Warfighter to Power Projection Platform and Sustaining Base
  - Link Policies, Standards, and Architectures to Execution
- **Ensure Configuration Oversight is a Core Function**
- **Resource Only Compliant Programs**

Information Integration



Requires Army-Wide Action:

- Overwatch OSD Primary Staff Assistant (PSA) Corporate Information Management (CIM) Actions
- Integrate Army Efforts with DoD/Joint Systems (GCCS/GCSS)
- Integrate Information Across Army Functional Business Processes
- Translate Between Functional Requirements and Technical Delivery
- Ensure Warfighter Access to Essential Business System Information

Disposition of Non-Core Responsibilities

Non-Core Areas

- Records Management
- Publications & Printing
- Libraries

Realign Policy and Oversight to the Adjutant General

Retain Architecture and Standards (Technology Digitization) in DISC4

POM 98-03 Savings

$11 M - $13 M

MIL 2
CIV 112

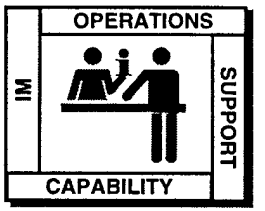
Need $7M Investment

Cease Central Policy Functions; Follow Civilian Standards

Transfer Operating Mission & Non-Core Functions to DLA

New Functional Process = More Savings

Improved Support to IM Providers



DISC4 Refocus Will:

- **Provide Assistance for IM Operations**
  - Technical Consulting on IM Service Issues
  - Appropriate Army Policy, Standards, and Architectures for Use at Installation Level
- **Facilitate Exchange of Information Concerning Business Practices Across the Army**
- **Support Initiatives to Privatize IM Services**
  - Additional IDIQ Contracts
  - Sample SOWs for Services

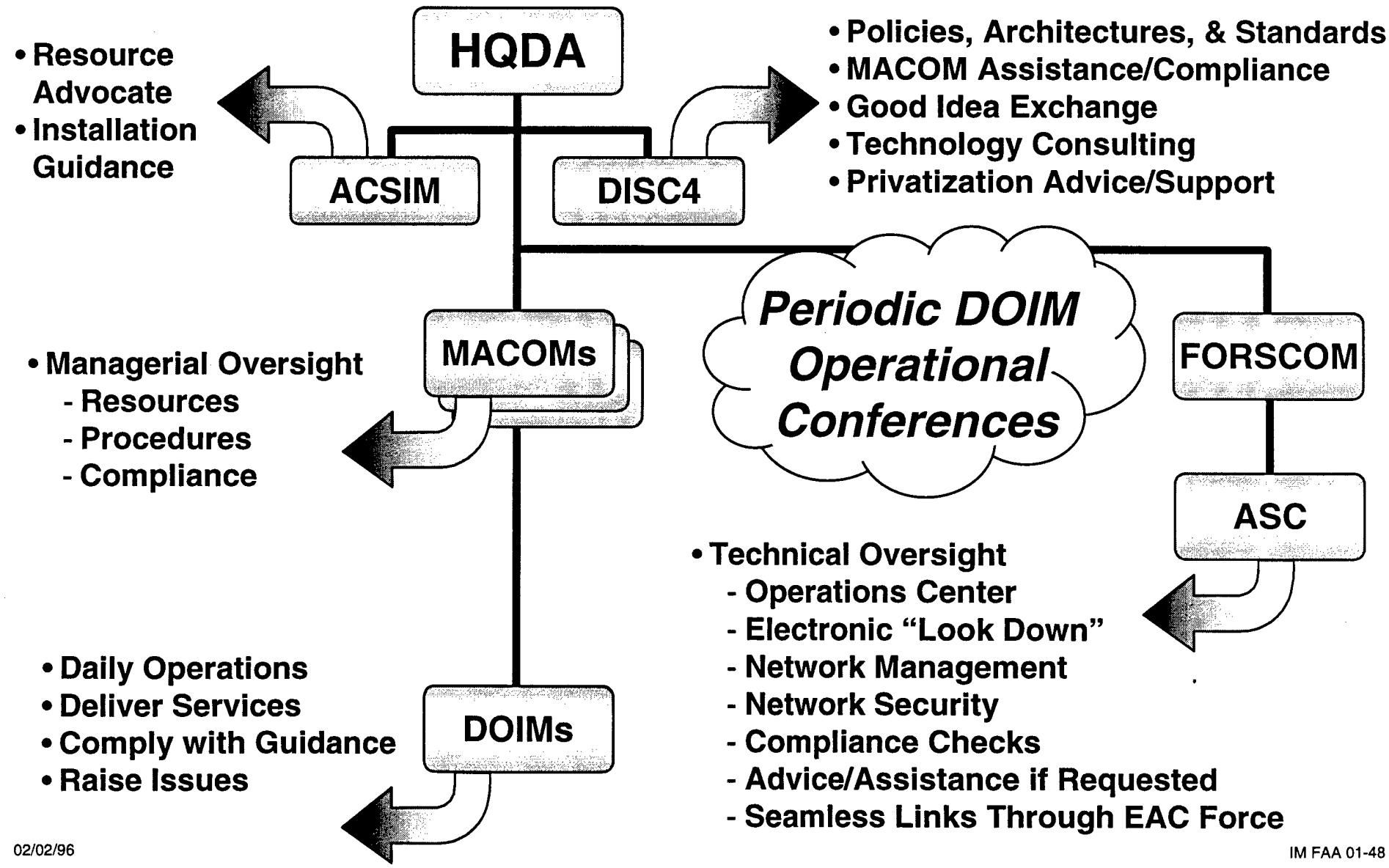
DOIM Ownership Issue

- **OCONUS**
  - Fully Integrated in Overseas Signal Support Elements
  - No Change Desired or Required -- Unanimous Opinion

- **CONUS Options Examined**
  - Under Respective MACOMs
  - Under DISC4 as FOA
  - Under ACSIM
  - Under ASC

Conclusion: Organizational Change Not Required -- Look at Process Change

DOIM Support Process



IM FAA Topics

Overview

The IM FAA Process

Alternatives

Privatization Opportunities

Recommendations

Impact of Recommendations

Privatization: DoD is Learning From Others

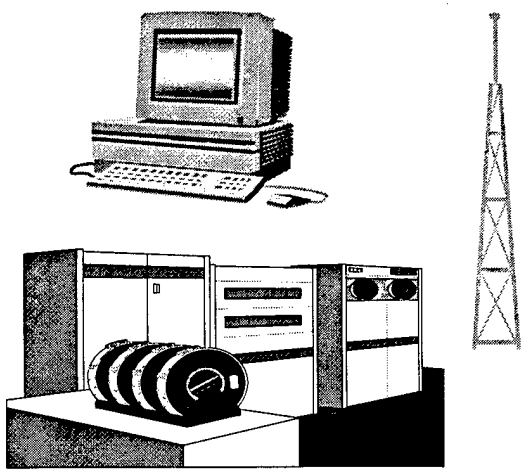
- **Out-Sourcing Redirects Energy and Resources to Core Business Processes**
  - 85% of Companies Out-Source Non-Core Functions Today (Arthur Andersen)

- **Out-Sourcers Include:**
  - Microsoft, Shell Oil, Delta, Citibank, Kodak
    - Help Desk, Manufacturing, HW/SW/LAN/WAN Acquisition, Installation, Operations, and Financial Services
  - Federal Aviation Administration
    - Tech Center Operations, IM Services, and ATC Tower Facilities

Privatization is Embedded in IM Today

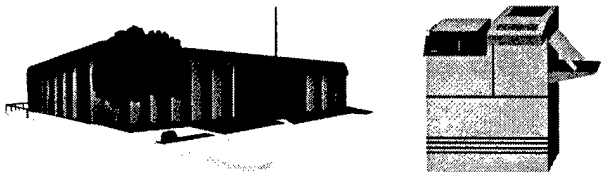
Army IM Functions Currently Privatized

Core Examples



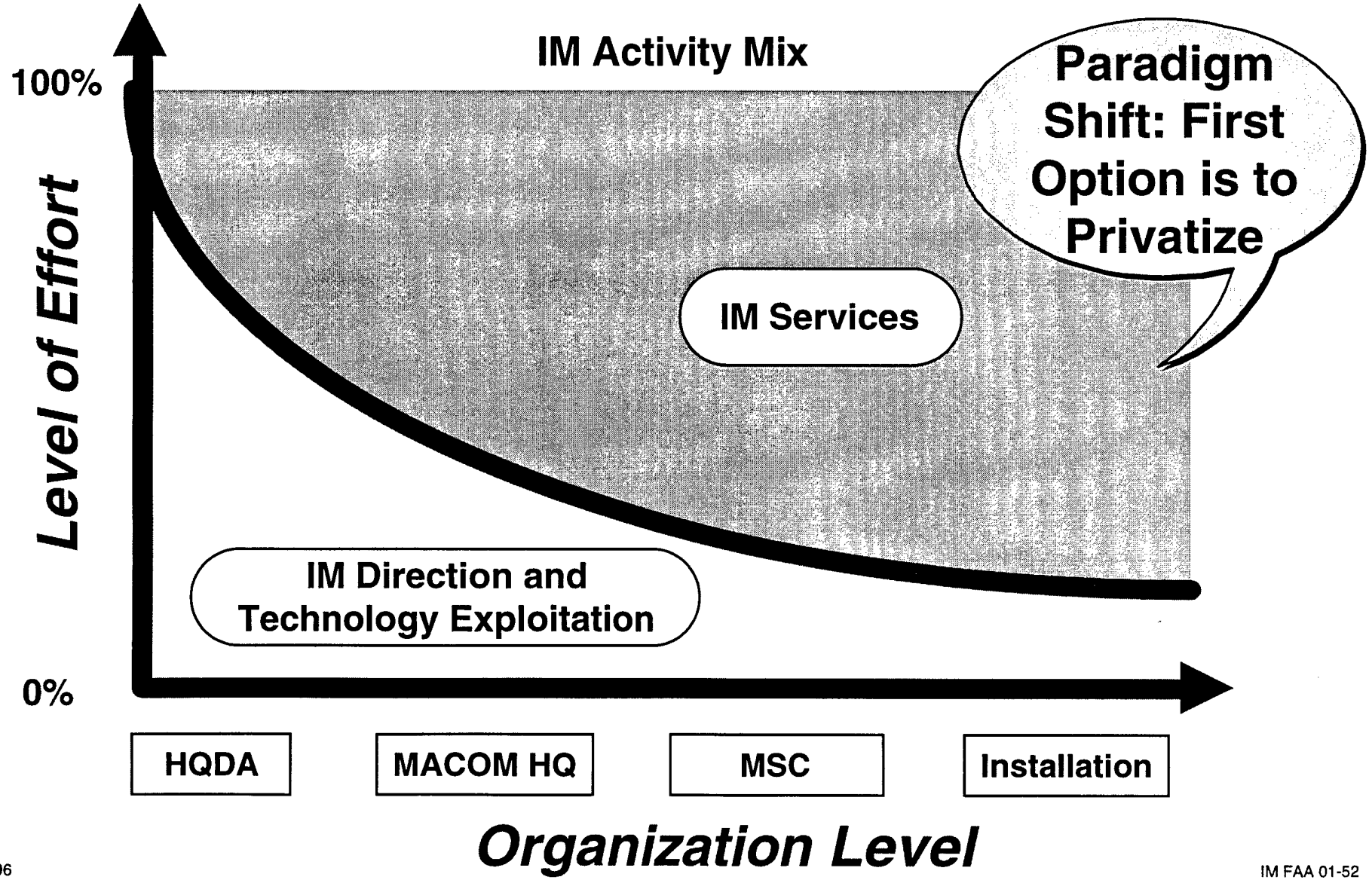
- Red Switch in Europe
- O&M of Defense Communication Stations
- Data Centers
- Some Systems Development
- Selected Engineering
- 78% of Software Engineering for Battlefield C4I
- Installation Operation Support
  - Help Desk, LAN/WAN, ADP Maintenance, SW Maintenance
- 13% of CE Logistics Support

Non-Core Examples



- Printing
- Mail and Messenger Services
- Administrative Support Services

Privatization Opportunities



Continue to Examine Options

- **Expand Existing Privatization**
  - Mail and Messenger Services
  - Administrative Support Services
  - Automation and Communication Services
  - Software Engineering
  - Visual Information Support
- **Seek New Areas**

Evaluation of Alternatives

Evaluation Criteria	Baseline	SOMA	Dealer's Choice
Warfighter/Customer Support	Y	G	G
Organizational Disruption	G	Y	Y
Support Force XXI Objectives	R	G	G
Interoperability and Jointness	R	Y	G
Resource Requirements	Y	G	G
Legislative Sensitivities	Y	G	G

IM FAA Topics

Overview

The IM FAA Process

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Privatization Opportunities

Recommendations

Impact of Recommendations

IM FAA Recommendations -- Actions Initiated

Refocus Army IM

- Increase Emphasis on Policy and Architecture
- Create a Joint Warfighter Division in DISC4
- Increase Emphasis on Configuration Control of Information Systems
- Strengthen the Army's Compliance Program to Ensure Adherence to Architectures and Standards
- Emphasize Integration of Information Across Technical and Functional Lines
- Establish a Process to Identify Issues and Offer Assistance to Directors of Information Management (DOIMs)
- Institute a Method of Publicizing Good Business Practices for DOIMs

Improved Integration

- Align the Sustaining Base and Tactical C4/IM Requirements Processes
- Create Horizontal Integration Technology Cells in PEO STAMIS and PEO C3S

IM FAA Recommendations -- Decisions Required

Refocus Army IM

- Cease Performing a Library Policy Function
- Realign Publications and Printing Operations from ISC to Defense Logistics Agency
- Realign Publications and Printing Policy from the DISC4 to the Adjutant General
- Realign Records Management Policy from the DISC4 to the Adjutant General
- Retain Publications and Printing, and Records Management Architecture and Standards Mission in the DISC4 to Assure Army Digital Interoperability
- Realign the Information Systems Selection and Acquisition Agency (a HQDA FOA) from the DISC4 to the Communications-Electronics Command (CECOM)

Warfighter Alignment for ISC

- Redesignate ISC as the Army Signal Command, Eliminate as a MACOM, and Realign Under FORSCOM after Completing Below Actions
- Designate the ASC Commander as FORSCOM G6
- Realign Program Managers from the Information Systems Management Activity (ISMA) to the Program Executive Officer Structure
- Inactivate ISMA
- Realign the Information Systems Software Command from ISC to CECOM

IM FAA Recommendations -- Decisions Required

Warfighter Alignment for ISC
Continued

- Realign the Information Systems Engineering Command from ISC to CECOM Less a Small, Organic Element to Remain with ISC
- Realign the Research, Development and Acquisition Information Systems Agency (RDAISA) from ISC to the ASA(RDA)
- Realign the Personnel Information Systems Command (PERSINSCOM) from ISC to PERSCOM
- Realign the Technology Applications Office Under PEO, STAMIS
- Realign ISC Contracting Office to CECOM

Improved Integration

- Establish Technical Oversight of DOIM Digital Links and Connections Using ISC (ASC) Capability
- Realign EAC Combat Development to SIGCEN

IM FAA Topics

Overview

The IM FAA Process

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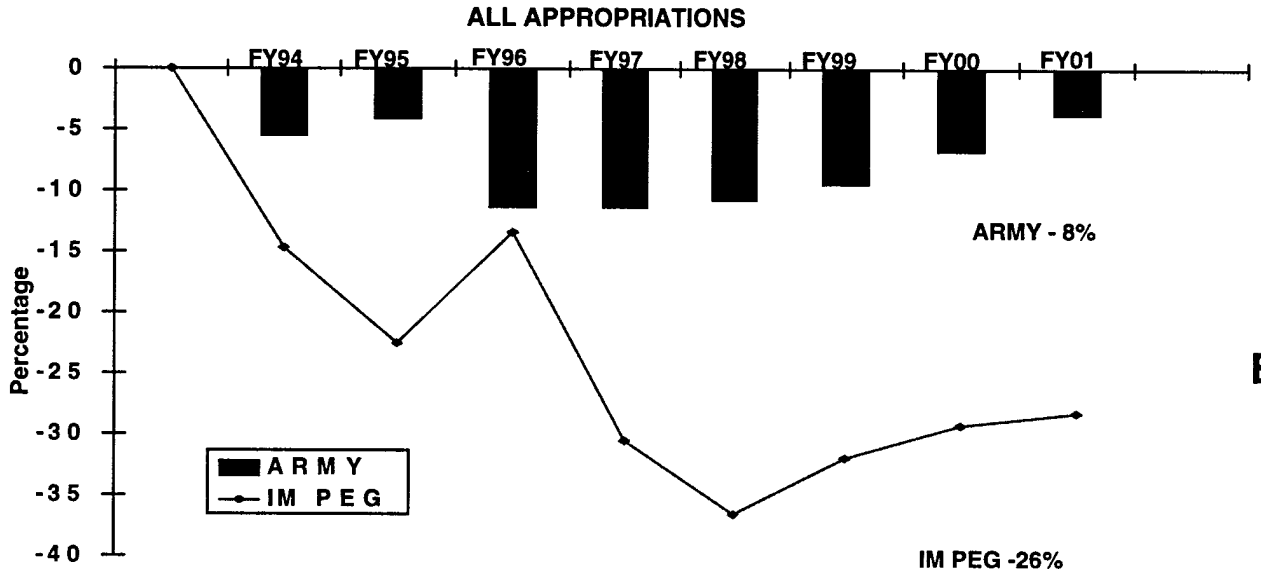
Recommendations

Impact of Recommendations

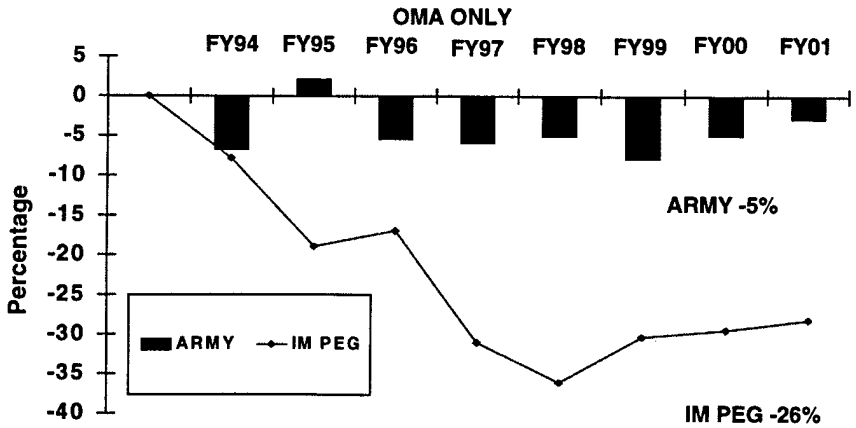
IM Funding Profile

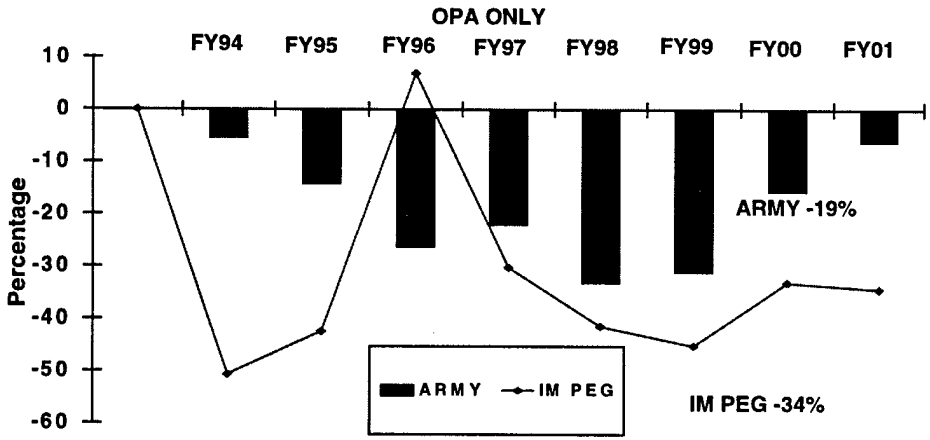
Army/IM PEG Resource Trends

(PROBE Position AF 1.0 of PRESBUD 97)



IM has Already Been the Target for Repeated Reductions





Automation Efficiencies

POM 98-03 Savings

$200 M - $300 M

- **SINCGARS Acceleration**
- **Develop Specific Options to Streamline the Acquisition and Fielding Process for Automation-Related Systems**
- **Increase Oversight Over MACOM Automation Procurements to Minimize Duplication, Maximize Efficiency and Comply With Stated Architectures**
- **Message from CSA to MACOM CDRs Requesting Their Input for Automation Program Savings for the 98-03 POM Build (DTG: 160800 Jan 96)**
- **Use the DAIG and AAA to Enforce Compliance With Existing Automation-Related Policies**
- **Examine the Possibility of Taking VRC-12 Series Radio Out of the Force Structure Before SINCGARS Replacements Are Available; Review O&S Costs vs Risk Trade-Off**

Automation Efficiencies (Cont')

- Re-Examine the Sustaining Base Automation Requirements and Systems to Ensure the Systems Match the Requirements
- Validate the Commercial Class "A" Telephone Line Authorization Process
- Refine the Current Accounting System to Better Track Automation Expenditures
- Develop Options to Consolidate Control Over the DOIMs
- Review the Policy Governing Re-Use Procedures for Automation Equipment and Determine How Well Those Procedures are Being Implemented at MACOM Level
- DISC4 Transmit an Electronic Newsletter Over the World-Wide Web to the DOIMS and Installation CDRs Containing Pertinent C4 Related Information and Guidance

(Note: Savings Estimates due from Field 15 Feb 96 per CSA Message; to be Included in CSA's Efficiencies Effort)

Estimated FY98-03 POM Impact

Acquisition Structure Changes

POM 98-03 Savings

$11 M - $13 M

MIL 8
CIV 40

Automation Efficiencies

POM 98-03 Savings

$200 M - $300 M

Consolidate Procurement and Engineering

POM 98-03 Savings

$9 M - $11 M

MIL 169
CIV 218

Total

POM 98-03 Savings

$241 M - $349 M

MIL 195
CIV 415

Divest Publications and Printing to DLA

POM 98-03 Savings

$11 M - $13 M

Need $7M Investment

MIL 2
CIV 112

Reduce ISC HQ

POM 98-03 Savings

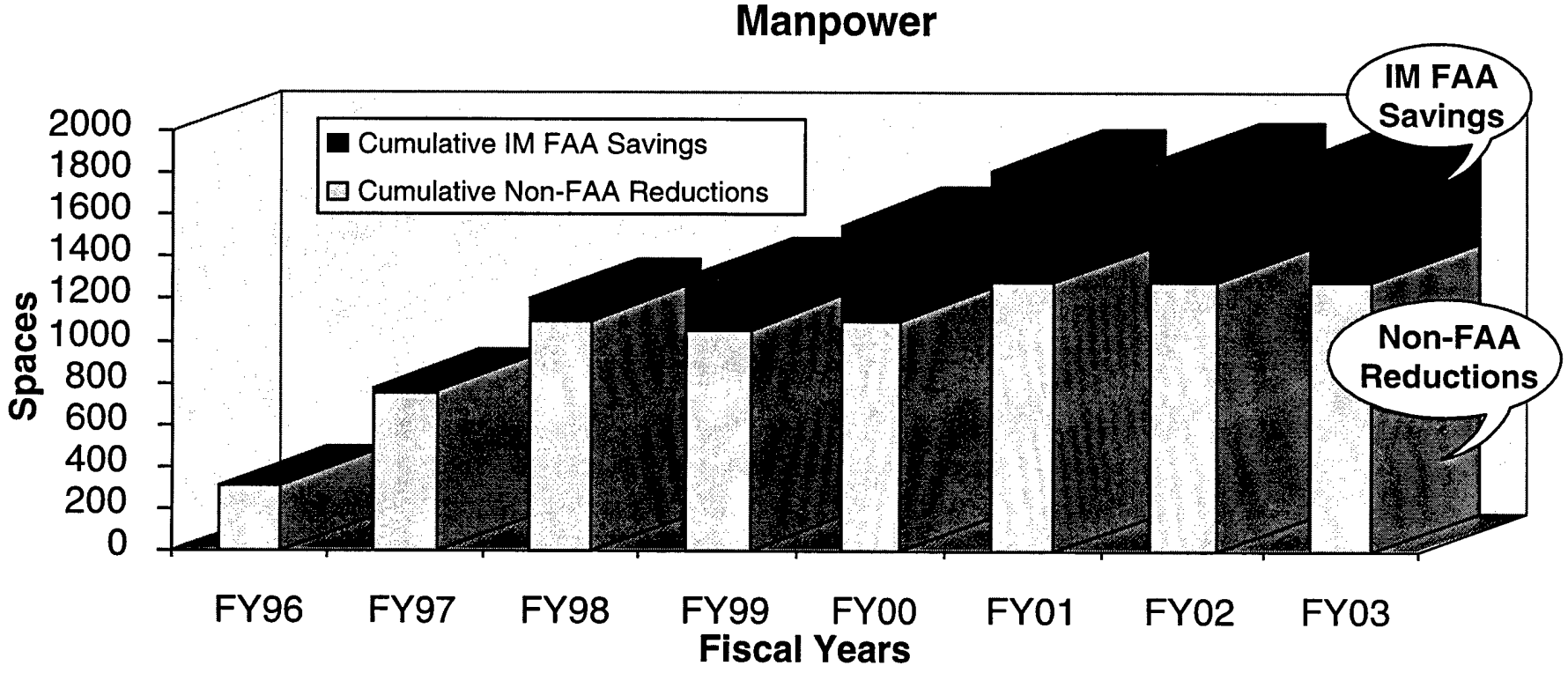
$10 M - $12 M

MIL 16
CIV 45

02/02/96

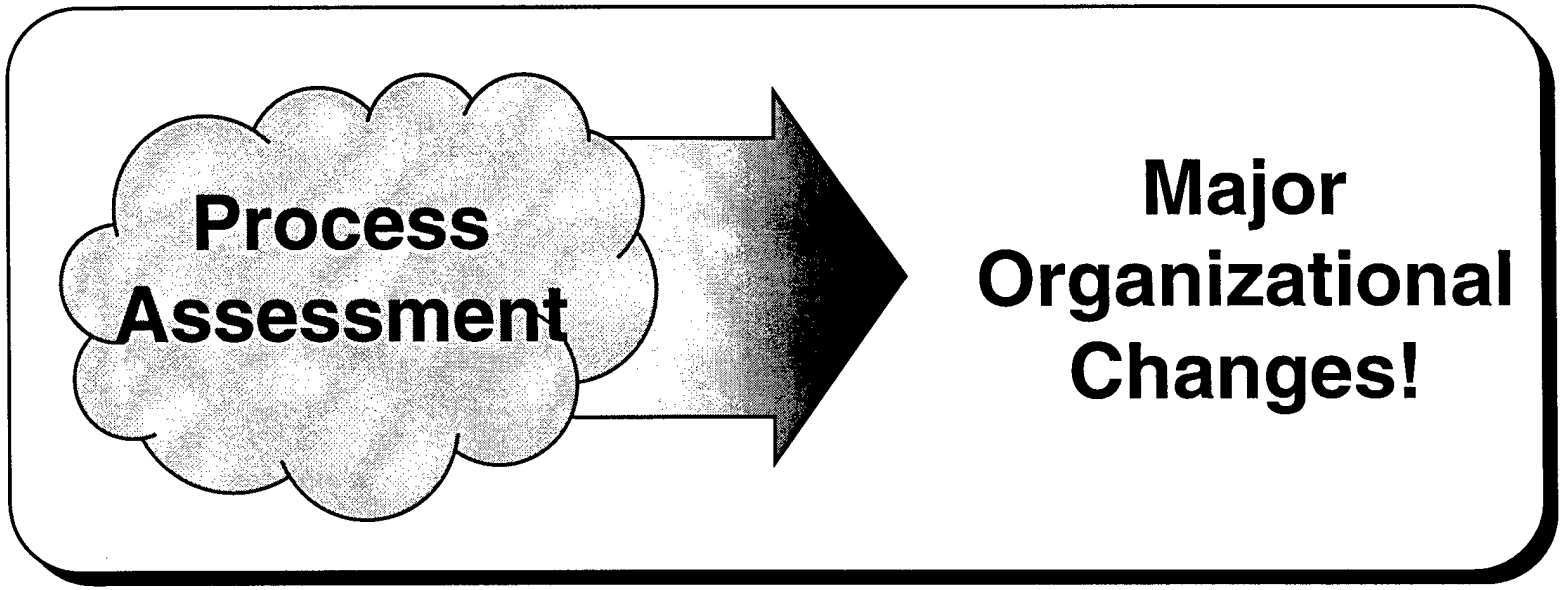
IM FAA 01-63

Estimated FY98-03 POM Impact



	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03
IM FAA Savings	0	12	89	148	203	82	38	38

FY98-03 POM Impact



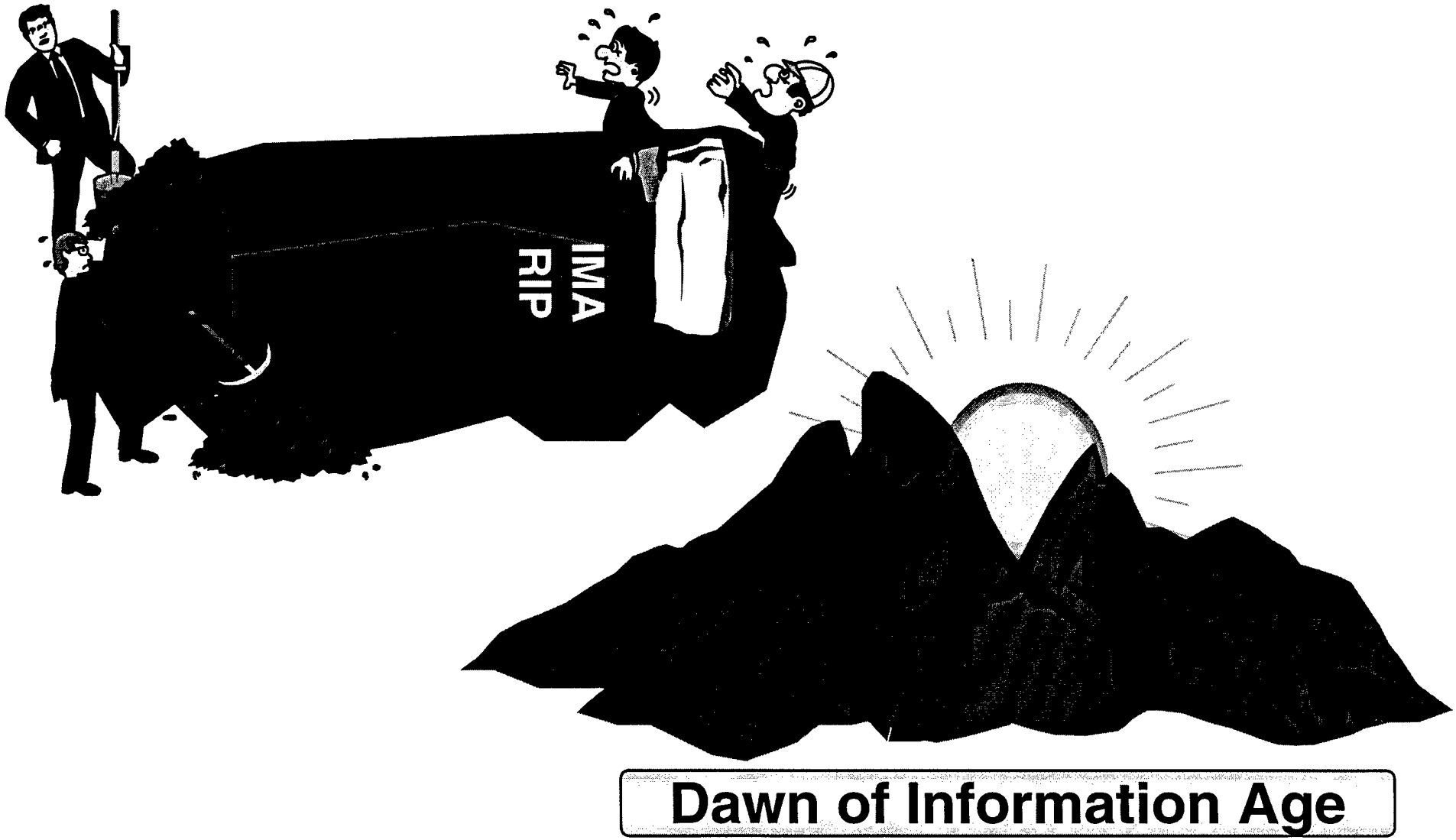
- Reduces 1 MACOM
- Reduces 2 MSCs
- Reduces 1 HQDA FOA

Follow-On Opportunities

- **During the POM**
  - Continue to Identify Additional Privatization Opportunities
  - Additional HQ Reductions When ISC Becomes ASC
  - Implement New Admin Pubs Functional Process in Conjunction with DLA

- **Beyond the POM**
  - Pursue Additional Reengineering of Consolidated Functions
  - Continue to Examine the Concept of a CINC for C4

The End of an Era



HEADQUARTERS, DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS

REDESIGN OF THE INSTITUTIONAL ARMY

Information Briefing

Umbrella Assessment

Information Management FAA

VCSA

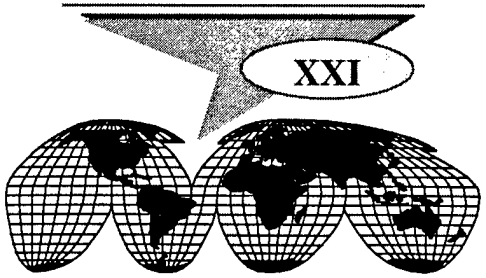
F O R C E XXI

January 31, 1996

Agenda

- √ Introduction
- √ SOMA
- √ The Remaining Pieces
- √ Summary

F O R C E



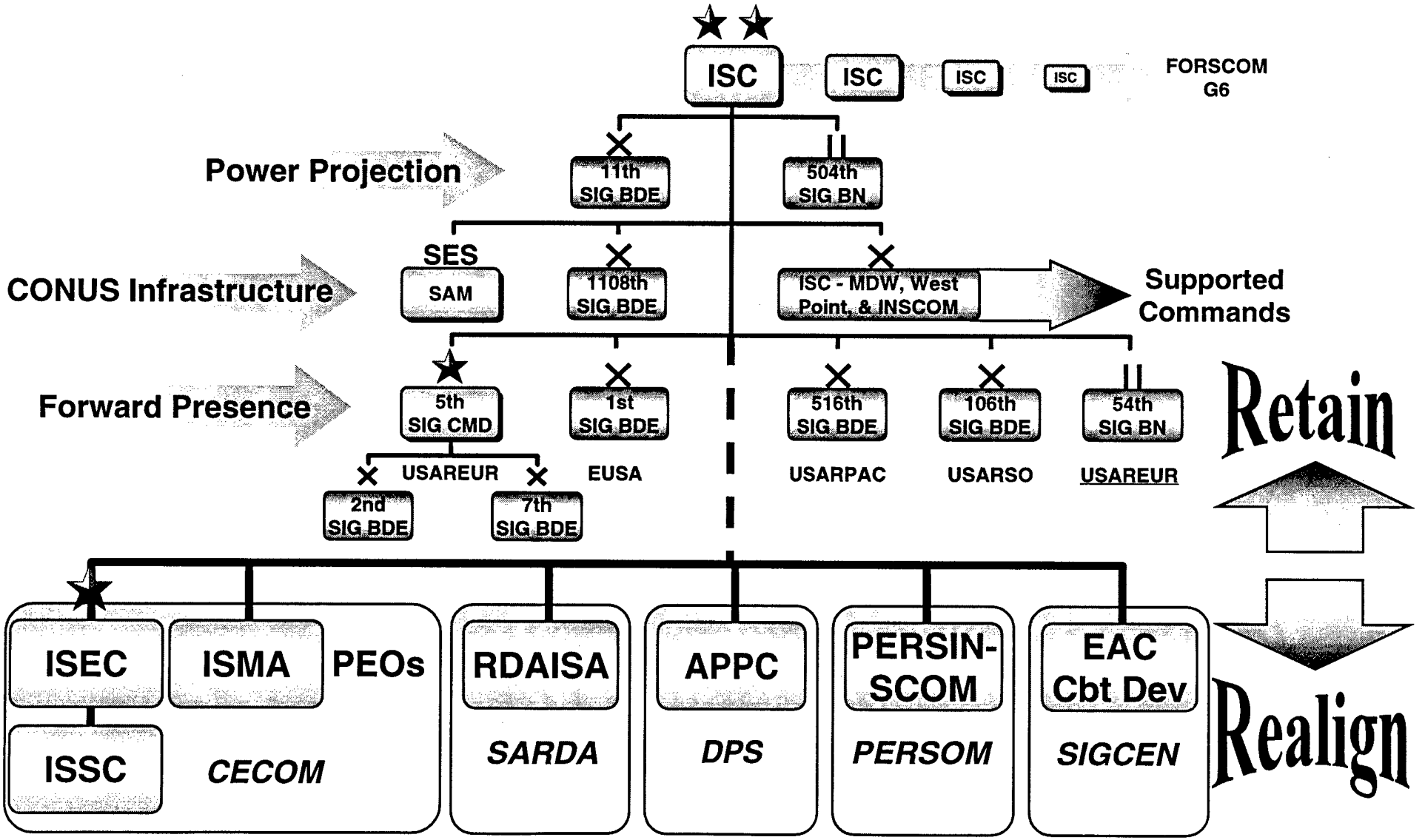
Information Management Resources - FY96

Category	Military Manpower	Civilian Manpower	$ *(in thousands)*
Systems Acquisition/ Support	863	4329	$2,202,020
NGB Commo & Automation Spt			$56,113
Info Services, Supply, Mgmt	3788	6809	$694,743
Total	**4651**	**11138**	**$2,952,876**

Source: FY96 MDEP

HEADQUARTERS, DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS

Organizational Changes



Potential FAA Results for Recapitalization

Information Management FAA

POM 98-03 or Earlier Initiatives			Later Initiatives	
Issue	**$** (in millions)	**Spaces** (mil/civ)	**Issue**	**Spaces**
Acquisition Structure Changes	$11-13	8/40	Outsource Mail/Messenger Services Admin Support Services Auto/Commd Services Software Engineering Visual Information Support	?
Streamline Procurement & Engineering	$9-11	169/218		
ISC HQ Changes	$10-12	16/45		
Divest Pubs/Paint to DLA (invest $7 million)	$11-13	2/112		
Automation Efficiencies	$200-300			
Total	**$241-349**	**195/415**		

Umbrella Initiatives

Issue	Spaces
Combine ADO & DISC4 immediately (all spaces transfer immediately, wedge savings in out years)	10 ±
Transfer DISC4 PEO oversight responsibilities to AAE/SARDA	Minimal
Option 1: Phase I: Downsize	-96
Option 2: Phase II: Relocate to FORSCOM	-30
Option 3: Phase III: Eliminate	-307
Return all DOIMs to Supported MACOM	in ISC totals
Consolidate all software design centers (ISC & AMC) to CECOM and contract	34 +

HEADQUARTERS, DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS

Signal Organization and Mission Alignment Study

Signal Organization and Mission Alignment (SOMA)
Initiatives

Consolidate C4/IM Rqmts Process	TRADOC validates all C4/IM rqmts TRADOC integrates DCSOPS approves rqmts DCSOPS manages all $$$$$
Divest Non-Core Responsibilities	Records Management Publications & Printing Libraries
PEO structure changes	ISMA missions absorbed by PEO, C3S, and PEO, STAMIS
Streamline Procurement & Engineering	Consolidate at CECOM
Signal Warfighter Alignment	Align a divested ISC as FORSCOM MSC (Army Signal Command)
Realign ISC	Combat Development & Doctrine to SIGCEN ISMA to PEOs ISEC to CECOM Dedicated support to PERSINSCOM RDAISA to SARDA
DOIM Alignment	ASC Oversight

Other Stuff in the FAA

- Joint Warfighter Coordination Capability -- J6 and DISA coordination -- Joint Standards and Architecture
- Configuration-Control Capability -- oversight and resource only compliant programs
- IM Operations Support Capability -- compliance programs, assistance, facilities best practices across Army
- Information Integration and Implementation - coordinate business system -- tactical -- DoD/Joint systems information and access
- Chief Information Officer (IO) Consideration -- posture potential changes (Cohen Amendment calls for a CIO)

Necessary Changes but No Savings

Signal Organization - The Remaining Pieces

- DISC4 and ADO duplication
- Forward stationed Signal units under "ASC" or CINC/Army element
- Requirements for business systems and their integration with warfighting systems (GCSS)
- PEO alignment under AAE
- DOIM split -- commanders need advisors on hi-tech insertion but phone lines and LAN/WAN support should be locally owned and operated
- A DISC4 or a CIO (Director of Information Technology and Management) or both?
- Out sourcing -- should Bill Gates and Microsoft (or another firm) write Army code or should it be done in-house?

Assumptions

- The distinction between tactical, strategic and sustaining base information and information systems is no longer valid:
  - information is not tagged to TDA or TOE, it's just information
  - the distinction between TDA and TOE units grows smaller
  - commanders require information from all environments, all the time
  - seamless interface between front line and support infrastructure
- Information technology enables change -- the experts with technology implement change in operations, they do not lead the change
- Information is a critical resource; requirements for information, like all requirements, must be driven and established by the operational mission, and prioritized for resourcing and action.

Assumptions (continued)

- Information is often confused with the technical network information delivery means -- technologies and equipment
- The customers for information are both inside the Army and outside -- CINC information requirements must be satisfied with information produced primarily for inside the Army customers
- Information is created both inside the Army and outside -- the Army must negotiate to get what they need from outside sources

What's the Problem?

- Information Requirements not well understood -- how are critical information requirements identified for the warfighter, for Army business operations?
- Technology is driving requirements -- just because it is possible to have a foxhole to factory information system, is it required and at what cost?
- Business information requirements and warfighting requirements use separate processes -- yet information must be shared and validation/prioritization of business systems unclear (many business process owners in OSD: contract, log, trans, PPBES/finance)
- Digitizing the battlefield means platform requirements -- ADO oversees and coordinates the integration of Army battlefield digitization actions -- DISC4 provides Army-wide technical architecture, technical standards and policy -- duplication?
- In-house software design and engineering -- when world leadership in software exists in American industry

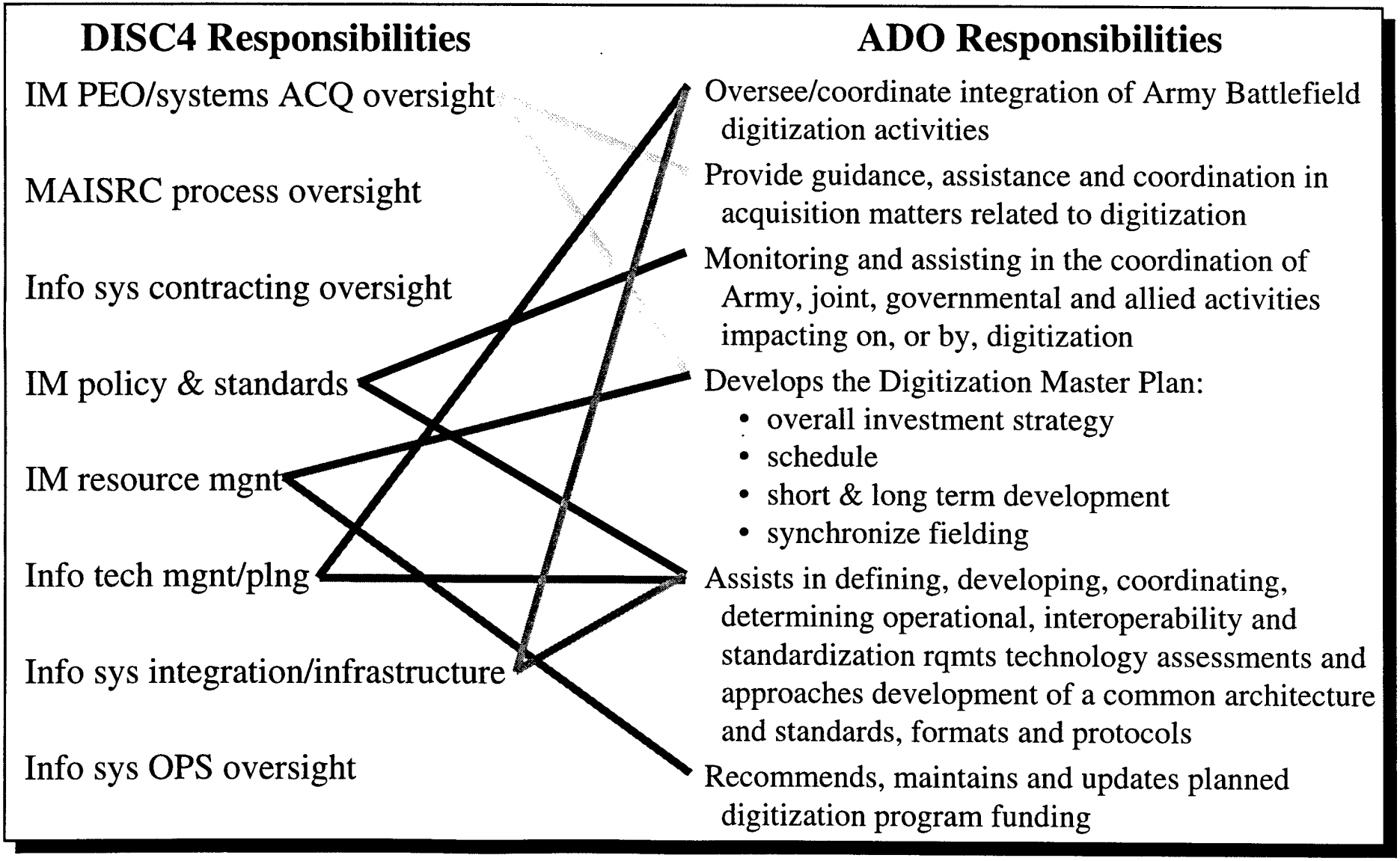
What's the Real Problem?

√ Information Management is new -- learning while doing

- Existing organizations concentrate on moving the information (signal communications) and system acquisition
- Architecture, standards, new capabilities, information integration second place

The information highway exists -- must now establish and enforce the laws, ensure cars on the highways (and trips) are necessary, meet crash protection, emission and safety standards

DISC4/ADO Comparison



Combine ADO & DISC4 immediately

POM98-03 Savings: 10 ± spaces

Align Forward Deployed TOE Signal Units

5th SIG CMD	USAREUR
1st SIG Bde	EUSA
516th SIG Bde	USARPAC
106th SIG Bde	USARSO

Residual ISC (ISC DCSOPS) becomes FORSCOM G6; 11th SIG Bde and 1108th SIG Bde support Power Projection

Rationale: The Army's AT&T is the Defense Global Communications System -- the Army is a regional provider

ISC Elimination/Downsizing

Option 1: Phase I: Downsize

- ISC retains forward deployed elements

ASC remains a FORSCOM MSC, downsized to reflect no longer Army MACOM

Savings 96

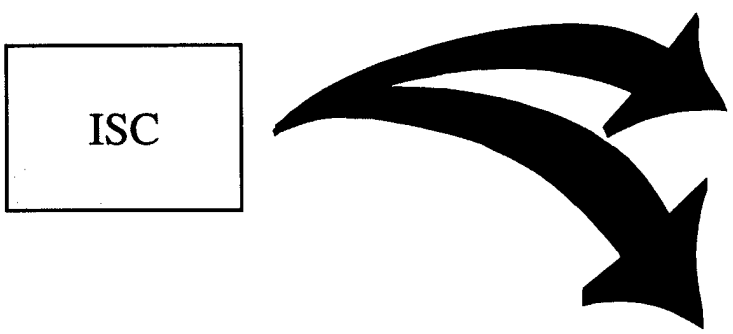
Option 2: Phase II: Relocate to FORSCOM

- ISC relocated to FORSCOM

ISC remains a MSC; FORSCOM provides protocol, SJA, Safety, RM, Public Affairs

Savings 30

Option 3: Phase III: Eliminate ISC



- Units to Army elements/CINCs
- DOIMs to supported cmds
- Procurement/Engr to CECOM
- Requirements to SIGCEN

PER, Intel, LOG, RM, JAG, IG, etc ⇨ Not needed and eliminated

Savings 307

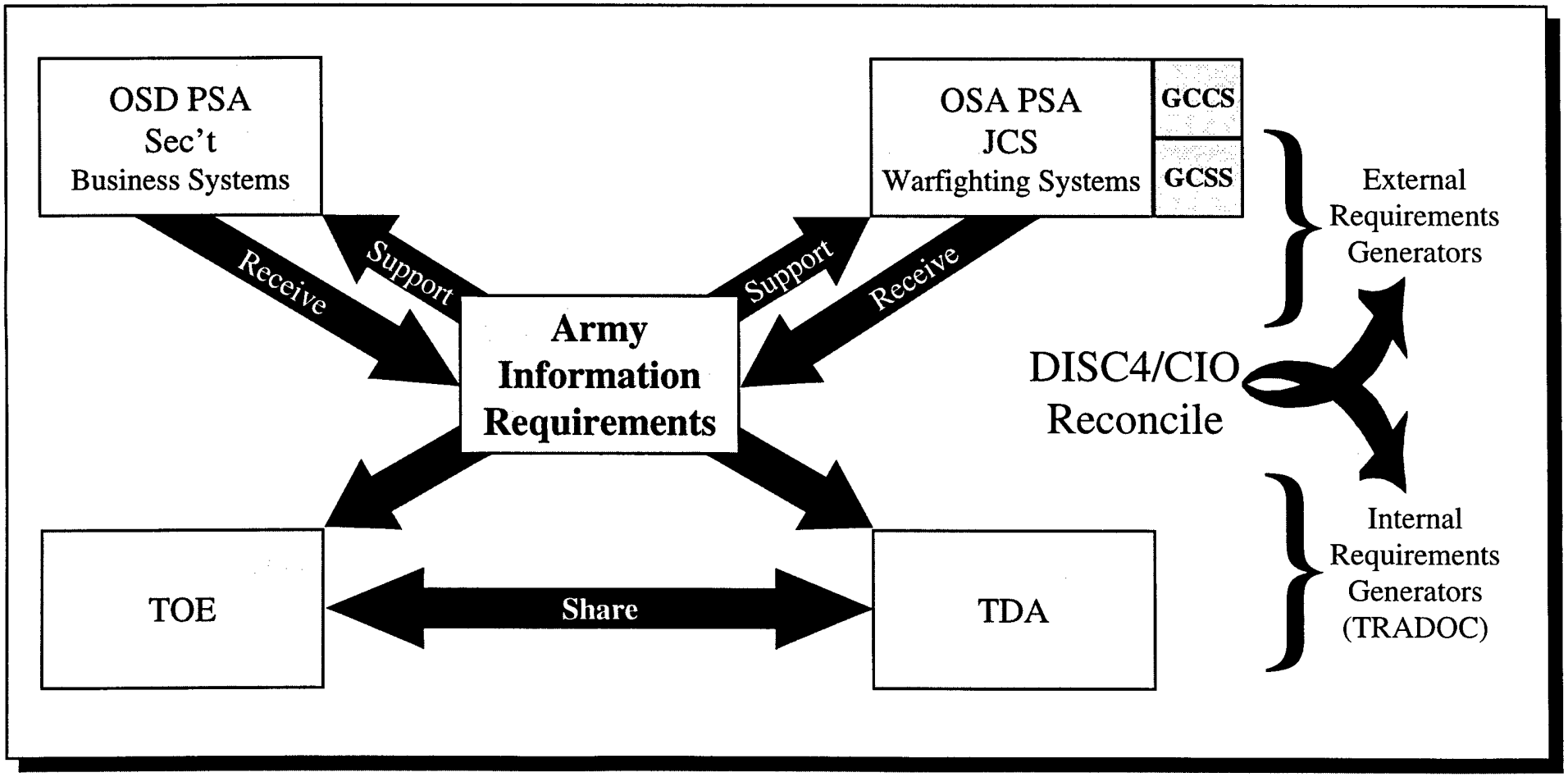
Requirements

√ SOMA consolidated warfighting requirements at TRADOC (100-XX)

- Who approves AMC depot information systems or HQDA financial management systems?
- Who integrates business systems with tactical systems?

Business requirements and some warfighting support requirements must be adjudicated at HQDA -- DISC4

Requirements Adjudication



PEO Alignment

√ FAA retains DISC4 PEOs

- Acquisition focus, in the weeds
- Less attention to information integration, requirements, priorities, resources

The DISC4 must continue to be involved with acquisition (architecture, tech standards, tech insertion, data) -- issue is how much involvement

Can't let PMs be driven solely by dollars and milestone considerations -- must support the architecture

Recommendations: PEO to SARDA

DOIM

√ FAA doesn't address DOIMs currently assigned to ISC (MDW, INSCOM, West Point)

- No organizational change for other DOIMs assigned to MACOMs, but recommends technical oversight

Give DOIMs to the people they work for and be done with it.
(1) DISC4 can facilitate across all DOIMs
(2) Feed them architecture and standards

Savings reflected in ISC downsizing

DISC4 or CIO or Both

√ No need for two

- Drop non-CIO functions
- Refocus DISC4 to Information Management

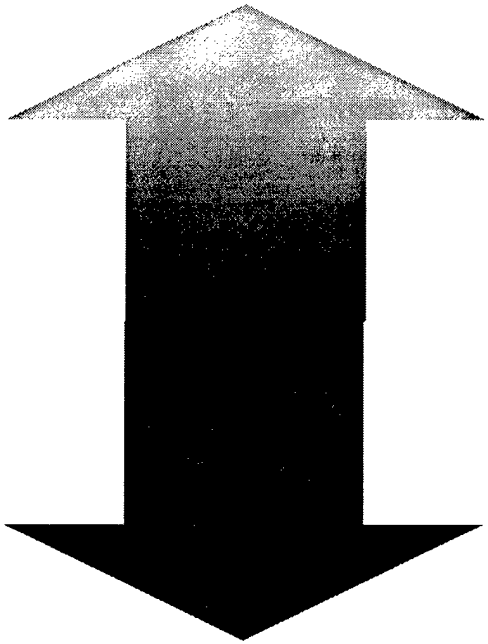
No Savings -- but business process reengineering to focus on the core processes

Summary

		$ (in millions)	Spaces
FAA Initiatives:			
	Acquisition Structure Changes	$11-13	48
	Streamline Procurement/Engineering	$9-11	387
	ISC HQ Changes	$10-12	61
	Divest Pubs/Print to DLA	$11-13	214
	Automation Efficiencies	$200-300	
	Subtotal	**$241-349**	**610**
Umbrella Initiatives:			
	Combine ADO & DISC4		10
	Eliminate ISC Option 1: Downsize		96
	Option 2: Relocate		30
	Option 3: Eliminate/G6		307
	Consolidate Software Design Centers		34
	Subtotal		**477**
Total Potential Savings:		**$241-349**	**1,087**

Information Management

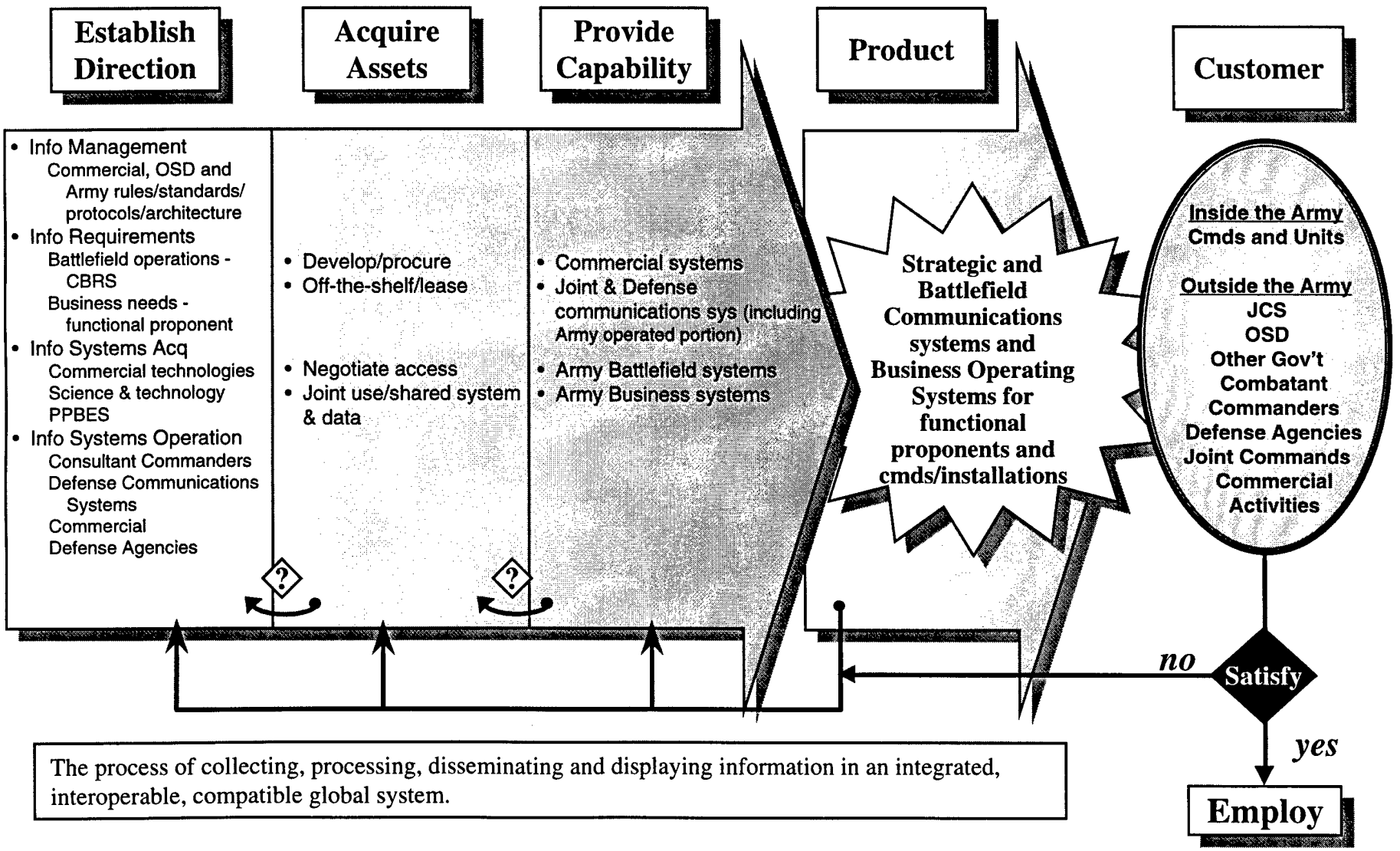
Easy/Cheap/Early



Hard/Expensive/Later

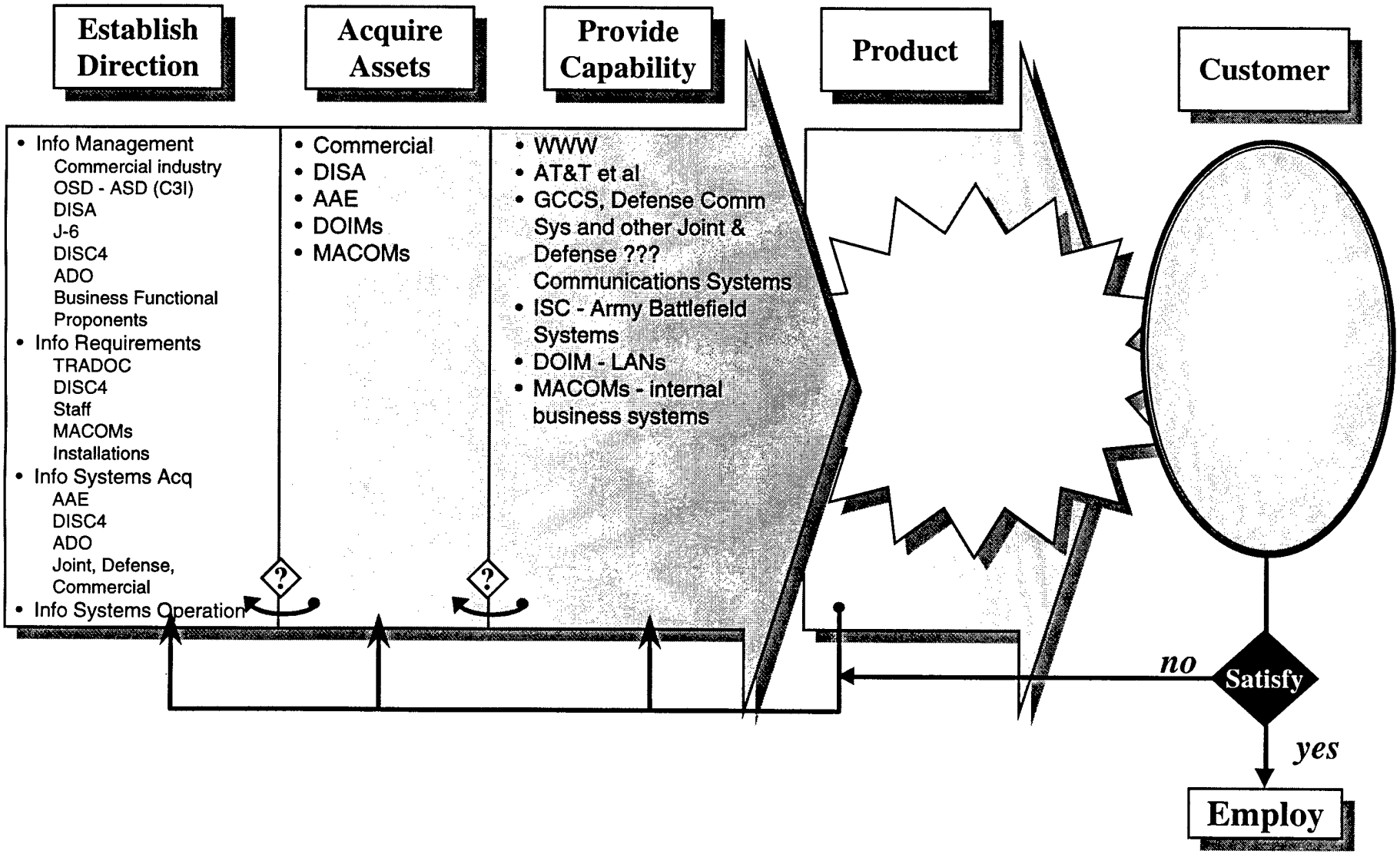
Action	FAA	Experiment
• Combine ADO and DISC4	+	Analysis
• Acquisition Structure Changes	+	Analysis
• Streamline Procurement Engineering	+	Analysis
• ISC HQ Changes	+	Analysis
• Return DOIMS	-	Analysis
• Automation Efficiencies	+	Analysis
• Transfer DISC4 PEO Oversight	-	Analysis, ASARDA
• Consolidate Design Centers	+	Analysis, AMC
• Divest Pubs/Print to DLA	+	Analysis, OSD
• Eliminate ISC Opt 1	-	Analysis, FORSCOM
Opt 2	-	Analysis, FORSCOM
Opt 3	-	Analysis, FORSCOM

Manage Information: The Process



The process of collecting, processing, disseminating and displaying information in an integrated, interoperable, compatible global system.

Manage Information: The Organizations



Manage Information

Establish Direction

PROCESS

- Info Management
  - Commercial, OSD and Army rules/standards/ protocols/architecture
- Info Requirements
  - Battlefield operations - CBRS
  - Business needs - functional proponent
- Info Systems Acq
  - Commercial technologies
  - Science & technology
  - PPBES
- Info Systems Operation
  - Consultant Commanders
  - Defense Communications Systems
  - Commercial
  - Defense Agencies

ORGANIZATIONS

- Info Management
  - Commercial industry
  - OSD - ASD (C3I)
  - DISA
  - J-6
  - DISC4
  - ADO
  - Business Functional Proponents
- Info Requirements
  - TRADOC
  - DISC4
  - Staff
  - MACOMs
  - Installations
- Info Systems Acq
  - AAE
  - DISC4
  - ADO
  - Joint, Defense, Commercial
- Info Systems Operation

"as is"

- DISC4 sets policy and standards and establishes/integrates EAC architecture
- ADO coordinates and "assists" with battlefield "digitization" standards, formats, protocols
- Functional proponents and defense agendas design internal business systems -- DFAS, Transportation, DLA, AMC installation LANS
- Battlefield requirements developed separately with split between EAC and below (DISC4/TRADOC); business system requirements developed by proponent
- Acquisition direction by AAE PEO structure except for local purchase by installations -- contracting rules

Manage Information

Acquire Assets

PROCESS	*ORGANIZATIONS*
• Develop/procure • Off-the-shelf/lease • Negotiate access • Joint use/shared system & data	• Commercial • DISA • AAE • DOIMs • MACOMs

"as is"

- Battlefield systems acquired by PEOs (CCS/COM) coordinated by ADO, DISC4
- EAC system and some business systems (ISMA/SAMIS) acquired by PEOs (C3S and STAMIS) under DISC4, ADO for digitization impacts
- Business systems acquired by functional proponent
- Joint/Defense systems acquired by DISA
- Commercial systems leased by services/functional proponents

Manage Information

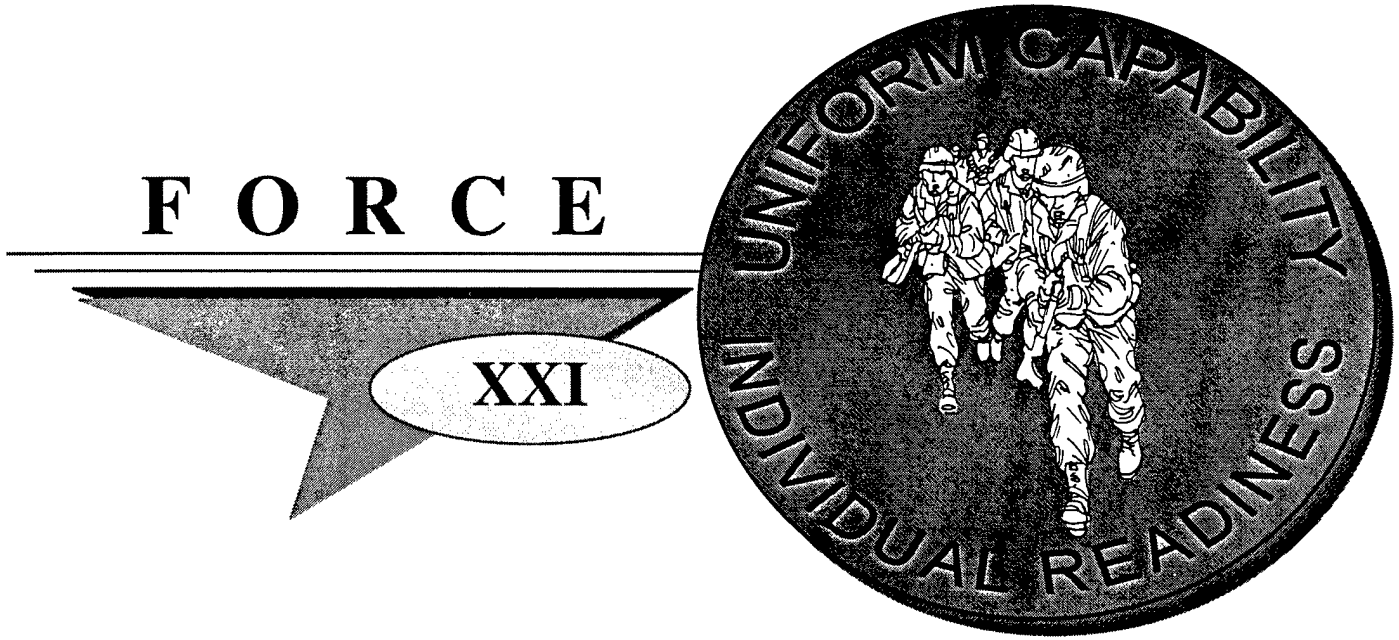
Provide Capability

PROCESS	*ORGANIZATIONS*
• Commercial systems • Joint & Defense communications sys (including Army operated portion) • Army Battlefield systems • Army Business systems	• WWW • AT&T et al • GCCS, Defense Comm Sys and other Joint & Defense Telecommunications Systems • ISC - Army Battlefield Systems • DOIM - LANs • MACOMs - internal business systems

"as is"

- Battlefield systems are owned and operated and enters the worldwide Defense Communications System for SATCOM, etc.
- Business systems: stovepipe operations within commands, including local area networks and defense agency systems
- Commercial systems made available through lease or purchase

REDESIGNING THE INSTITUTIONAL ARMY AS PART OF THE FORCE XXI CAMPAIGN PLAN



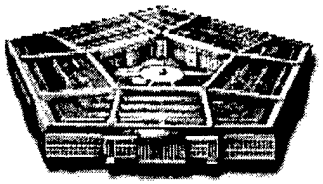
PERSONNEL MANAGEMENT AND RECRUIT FUNCTIONAL AREA ASSESSMENT BRIEFING

TO

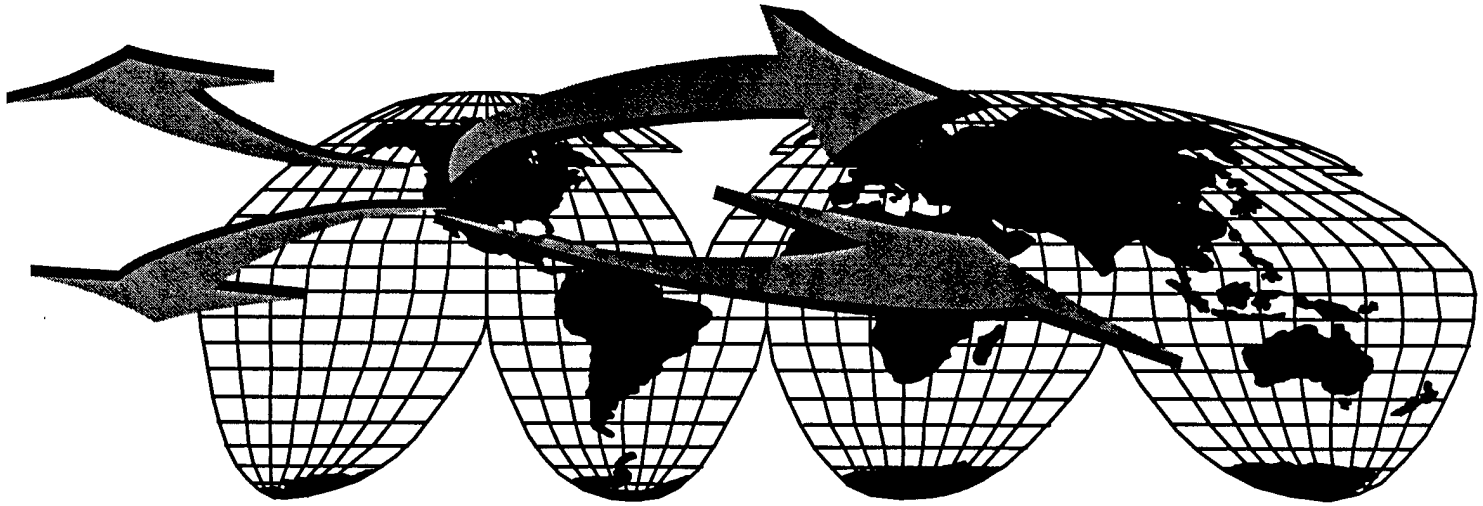
THE VICE CHIEF OF STAFF OF THE ARMY

23 JAN 96

PURPOSE



TO PRESENT REENGINEERING CONCEPTS AND RECOMMANDATIONS FOR REDESIGN OF PERSONNEL FUNCTIONS TO SUPPORT THE INSTITUTIONAL ARMY REDESIGN INITIATIVE

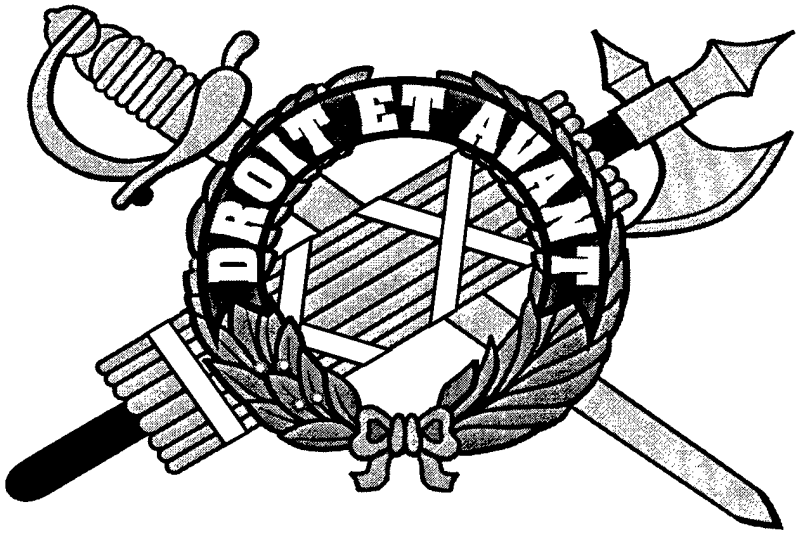


FORCE XXI

PERSONNEL MGT PARTICIPANTS

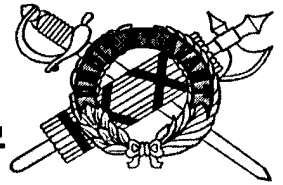
- INSPECTOR GENERAL ACTIVIES FAA - TIG
- PUBLIC AFFAIRS FAA - CHIEF OF PUBLIC AFFAIRS
- MORALE, WELFARE AND RECREATION FAA - ACSIM
- LEGAL SERVICES FAA - TJAG
- CHPLAINCY FAA - CHIEF OF CHAPLAINS
- ENLISTED/OFFICER/CIVILIAN AND RECRUIT FAA - ASA(M&RA)/DCSPER

INSPECTOR GENERAL FAA



FORCE XXI

THE INSPECTOR GENERAL



Philosophical Underpinnings

- IGs are directly responsible to Commanders
  - Personal Staff Officer
  - Extension of Cdr's eyes, ears, voice and conscience
- Not a career field--"From the Line to the Line"
- Focused on systemic issues
- Confidential fact finder for the Command (sensitive issues)
- Promotes discipline, efficiency and standards
- Readiness focus (Teaching and Training mission)
- Promotes the Army professional ethic

FORCE XXI

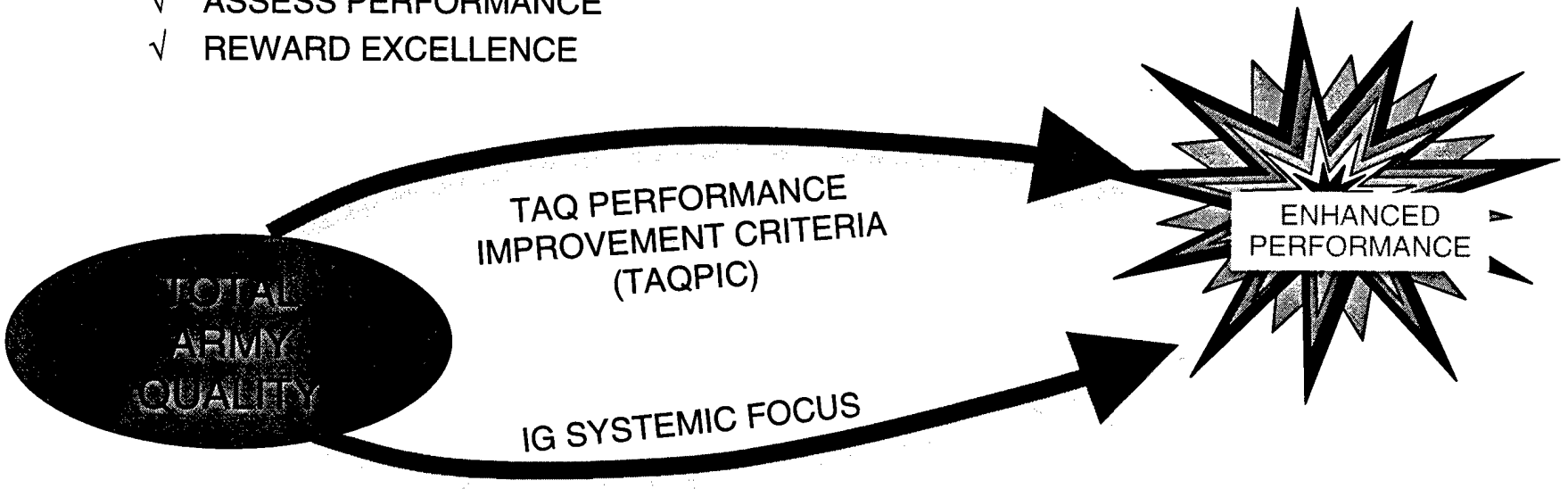
RECOMMENDED COURSE OF ACTION

The IG System could. . .

ALIGN IG AND TAQ FUNCTIONS AT THE INSTALLATION LEVEL REVISE ASSISTANCE FUNCTION

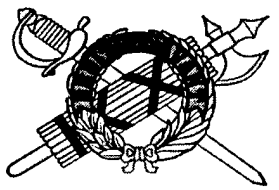
- TOTAL ARMY QUALITY
  - √ IMPLEMENT A TOTAL QUALITY MANAGEMENT PROGRAM
  - √ TRAIN THE ORGANIZATION
  - √ ESTABLISH PERFORMANCE CRITERIA
  - √ ASSESS PERFORMANCE
  - √ REWARD EXCELLENCE

- REVISE ASSISTANCE FUNCTION:
  - √ MODIFY RESPONSE TO IGARs BASED ON SUBJECT AREA
  - √ SCREEN IGARs BASED ON AGE AND CURRENT IMPACT OF ISSUE



FORCE XXI

RECOMMENDED COURSE OF ACTION



Implications:

- KEY DRIVERS: SUPPORT OF TAQ IS CONSISTENT WITH ARMY LEADERSHIP PRIORITIES
- LINKAGES: THE IG SYSTEMIC INSPECTION PROCESS IS WELL SUITED TO THE TASK OF TAQ ORGANIZATIONAL ASSESSEMENT
- SKILLS: INSPECTORS GENERAL WOULD REQUIRE TOTAL ARMY QUALITY (TAQ) TRAINING
- RESOURCES:
  - √ THE ARMY IG SYSTEM WILL SUPPORT TAQ IMPLEMENTATION WITHIN PROJECTED RESOURCES
  - √ REVISION OF THE ASSISTANCE FUNCTION WILL REDUCE CASE BACKLOGS BUT IS NOT EXPECTED TO REDUCE IG PERSONNEL REQUIREMENTS

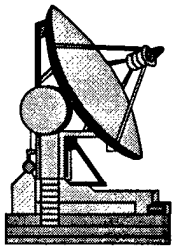
PUBLIC AFFAIRS FAA

Office of the Chief of Public Affairs

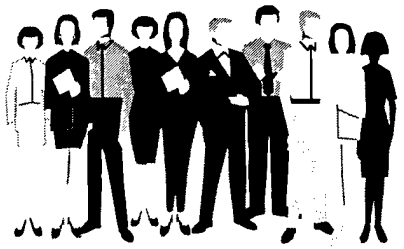
FORCE XXI

RECOMMENDED COA

Office of the Chief of Public Affairs

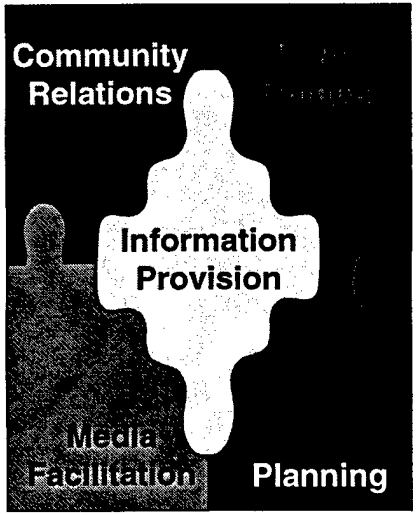


INTEGRATED WORLDWIDE DIGITAL IMAGING-- STILL AND VIDEO NEWS RELEASES



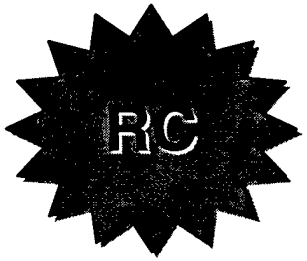
ADMIN SPECIALISTS REDESIGNATED AS EDITORIAL ASSISTANTS

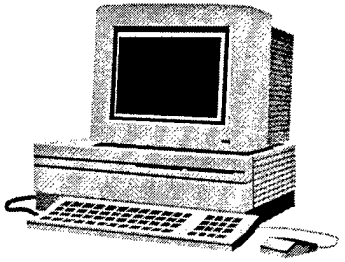
CORE PROCESSES



RETAIN ALL FIVE CORE PROCESSES

SEAMLESS AC/RESERVE COMPONENT SUPPORT





DIGITAL OFFICE LEVERAGES TECHNOLOGY

ADVANTAGES	DISADVANTAGES
• SUPPORTS SPLIT BASED OPERATIONS	• COSTS EXCEED SAVINGS
• LOCAL COMMANDERS CAN TAILOR THE PA FORCE	• TECHNOLOGY COSTS
• WORLD-CLASS TECHNOLOGY	• CIVILIAN CONTRACT COSTS
• SEAMLESS AC/RC OPS	

FORCE XXI

Office of the Chief
of Public Affairs

CORE PROCESS IMPLICATIONS

- √ ENHANCES PA CAPABILITIES--SUPPORT TO ARMY, COMMANDERS, SOLDIERS, DACS AND RETIREES
- √ RC REMAINS ESSENTIAL TO MISSION ACCOMPLISHMENT
- √ DIGITAL TECHNOLOGY INVESTMENT--"LINCHPIN" TO OUR SUCCESS
- √ INTEGRATED WORLDWIDE DIGITAL IMAGING OF STILL AND VIDEO NEWS RELEASES
- √ DEVELOP AND INTEGRATE PA STRATEGIES ACROSS MACOMS
- √ RC AUGMENTS FORSCOM AND TRADOC INSTALLATIONS AT MOBILIZATION
- √ REDESIGNATE ADMIN PA BILLETS AS EDITORIAL ASSISTANTS--"HELP OURSELVES"

FORCE XXI

SAVINGS AND COSTS

Office of the Chief of Public Affairs

SAVINGS

MILITARY	4
CIVIIAN	10
$M	0.5
NET SAVINGS	NA

COSTS ($M)

TRAINING	1.3
EQUIPMENT*	5.0
SERVICES	0.7

- √ COST EXCEEDS SAVINGS BY $6.5M
- √ TECHNOLOGY--"LINCHPIN" OF SUCCESS--$5M FOR 5 YEARS
- √ DIGITAL OFFICE SIGNIFICANTLY ENHANCES CAPABILITIES
- √ TRAINING COST OF 40 ADMIN SPECIALISTS RETRAINED AS EDITORIAL ASSISTANTS--WE "HELP OURSLEVES"

*PER YEAR FOR 5 YEARS

MWR FAA

FORCE XXI

ENVIRONMENT

MWR
SERVING AMERICA'S ARMY

SERVING

Over 55 programs
6361 "front doors"
150 installations worldwide

CHALLENGES

Added missions
Declining resources

APPROACHES

MWR Vision
MWR Strategic Action Plan
ACS Strategic Action Plan
MWR Board of Directors
ASA(M&RA) policy oversight
Integrate with IMAP

RESULTS

Club turnaround
Decreased child care subsidy
Procurement strategic partnering
Overhead reduced

FORCE XXI

RECOMMENDATIONS

MWR
SERVING AMERICA'S ARMY

- √ Innovative program delivery
- √ Re-engineer common support
- √ Mitigate dual funding
- √ Centralize common support

FORCE XXI

IMPLICATIONS

MWR
SERVING AMERICA'S ARMY

MWR is Decentralized

Tailor implementation to each installation;
Integrate with BASOPS strategy

Outcomes

- Follow modern business practice
- Improve efficiency and effectiveness
- Mitigate dual funding issues
- Eliminate management layers
- Focus resources on program delivery

LEGAL SERVICES FAA

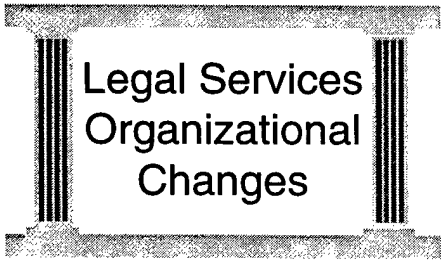
FORCE XXI

LEGAL SERVICES XXI

Recommended Course of Action

+

+



- √ Digitization of legal references
- √ Paperless legal office
- √ Law Office Management Software
- √ Voice recognition software
- √ Video tele-conferencing
- √ Deployable legal automation sets
- √ Distance learning

- √ Better utilization of RC JAGC
- √ Inter-service cooperation
- √ Delegation of responsibility
- √ Early intervention in the business decision cycle
- √ Expanded use of paralegals - both civilian and military

- √ Claims reengineering
- √ Establishment of Center for Law and Military Operations
- √ Use of alternative dispute resolution
- √ Regionalization initiatives
- √ Consolidated (MTOE/TDA) offices
- √ Legal Technology Resources Office

FORCE XXI

LEGAL CORE PROCESS IMPLICATIONS

Legal Assistance

- ☆ Enhanced Joint and RC cooperation will improve client services
- ☆ Leveraging of legal automation will enhance efficiency

Claims

- ☆ Application of business practices will make claims processing more efficient
- ☆ Privatization of household goods claims process will permit improved support to other claims missions

Litigate

- ☆ Avoidance of costly and lengthy litigation through the use of alternative dispute resolution (ADR) procedures

Military Justice

- ☆ Use of emerging legal information technology will ensure more rapid processing of UCMJ actions

Command Advice

- ☆ Adoption of corporate general counsel model
  - ☆ more efficient installation business operations
- ☆ Pro-active legal support to commanders

Training

- ☆ Legal Services XXI will require highly trained & versatile attorneys and support staff
- ☆ Improved doctrine/lessons learned/updated training for JAs from the Center for Law and Military Operations

FORCE XXI

LEGAL SERVICES XXI ASSESSMENT

Advantages

- ☆Flexible, affordable approach that allows JAGC to meet fast-growing demand for legal services
- ☆Enables JAGC to keep pace with increasing use of automation that is transforming the practice of law
- ☆Maximizes Joint and RC legal capabilities

Disadvantages

- ☆ Incremental approach to change

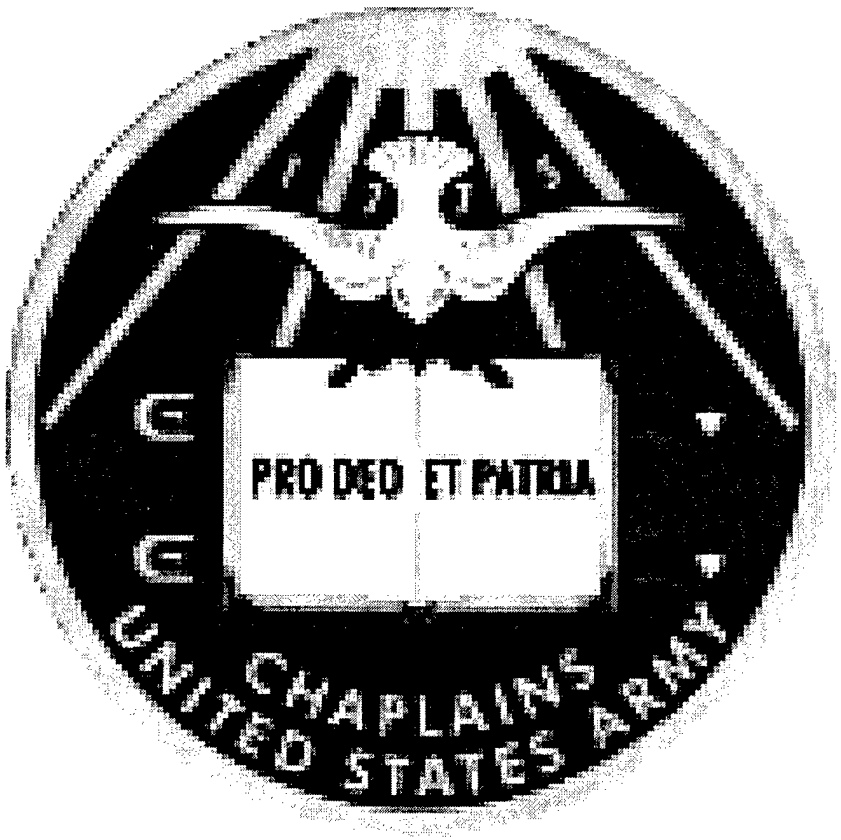
Savings

- ☆ Claims reengineering offers potential for substantial resource savings
- ☆ Digitization of legal references will reduce legal offices' publications budget
- ☆ Innovative legal support will make installation operations more efficient and maximize cost avoidance capability

Costs

- ☆ Minimal costs associated with personnel innovation and organizational changes
- ☆ Automation initiatives are affordable
  - ☆ reliance on off-the-shelf legal software
  - ☆ leveraging of existing capabilities
  - ☆ hardware upgrades will be pursued by competing more effectively for existing automation resources

RELIGIOUS SERVICES FAA



Institutional/TDA Army

CHAPLAINCY COMPETENCIES, CAPABILITIES & PROCESSES

Core Capabilities

1. Direct, Acquire & Resource the Force
2. Develop the Force
3. Generate & Project the Force
4. Sustain the Force

Core Processes

1. **Plan, Provide Direction; Obtain & Allocate Resources**
2. **Manage Information**
3. **Develop Doctrine**
4. **Develop Requirements**
5. **Acquire and Sustain People**
6. **Identify and Develop Leaders**
7. **Tailor, Mobilize and Project Land Power**
8. **Support Organizational Training**
9. **Acquire, Maintain and Sustain Equipment**
10. **Maintain and Sustain Land Operations**
11. **Acquire and Sustain Facilities**
12. **Manage Installations**

Army Imperatives

1. Quality People
2. Solid Doctrine
3. Realistic Training
4. Competent Leaders
5. Appropriate Force Mix
6. Continuous Modernization

OBJECTIVE
Trained, Ready, Deployable and Sustainable Army

Chaplaincy

1. Provide Religious Spt (Rel Leader)
2. Perform Unit & Organizational Special Staff Work (Staff Officer)

Chaplaincy

1. Religious Services
2. Rites, Sacraments, Ord.
3. Pastoral Care/Counseling
4. Religious Education
5. Family Life Ministry
6. Clinical Pastoral Ed
7. Advisor to the Cdr
8. Management & Admin
9. Rel/Humanitarian Support
10. Training
11. Rel Spt Planning/Opns

Army Vision
America's Army is a Total Force, trained and ready to fight, serving the Nation at home and abroad…a strategic force capable of decisive victory

F O R C E XXI

Chaplaincy
A Chaplaincy trained and ready to provide religious, spiritual, moral and ethical support to America's Army in any contingency

Institutional Army Core Competency
Organize, Train, Equip, Provide and Sustain the Land Components of the Combatant Commander's Joint/Multinational Force

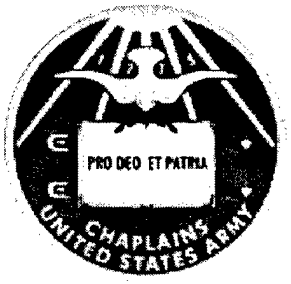
Chaplaincy
Provide for the free exercise of religion of soldiers, their family members, and authorized civilians in a single seamless system

Army's Core Competency
Conduct Prompt & Sustained Operations on Land

Chaplaincy
Provide total religious support to America's Army across the spectrum of operation

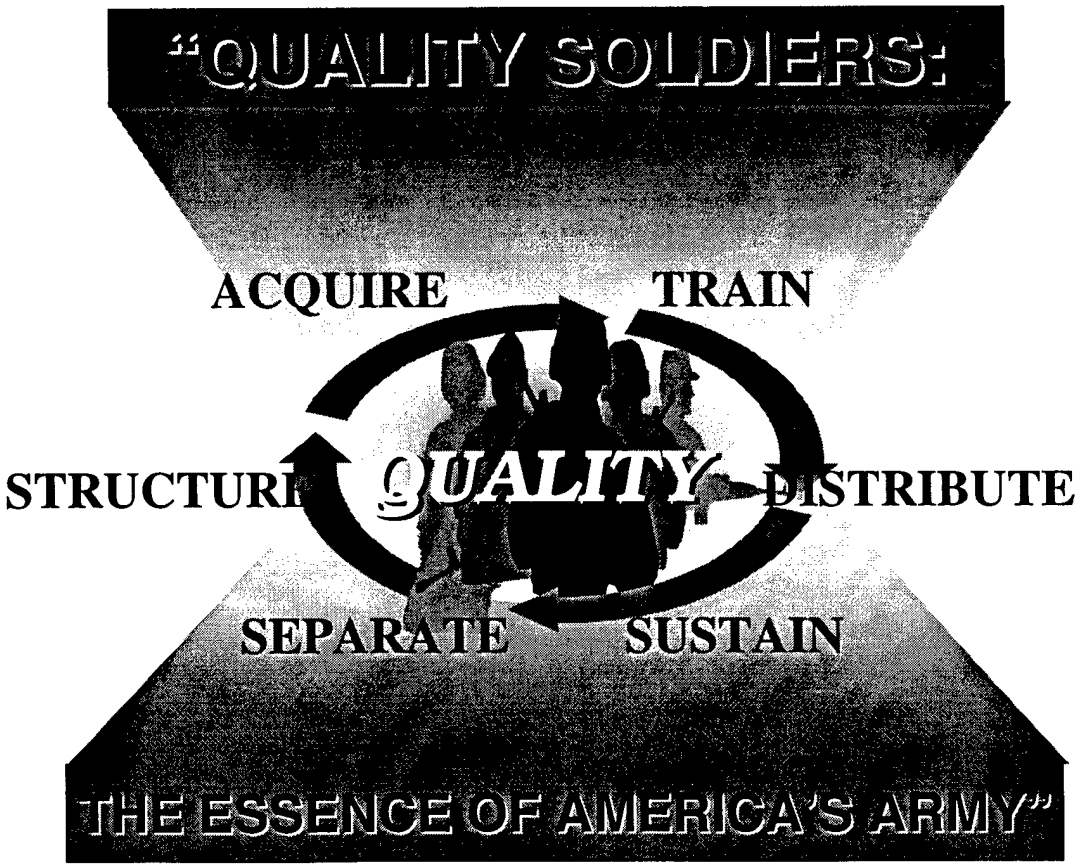
FORCE XXI

RECOMMENDED COA



- √ Provide Religious Services
  - ✶ Increase Reserve Component funeral support
  - ✶ Provide pastoral care for USAREC using Individual Ready Reserve (IRR) chaplains
  - ✶ Worship Services
    - ⌖ Consolidate services and coordinate Joint Service support where feasible
    - ⌖ Explore use of tele-ministry for remote sites
  - ✶ Shift to support emerging faith groups/changing demographics (analyze through CARSS, the Chaplain Automated Religious Support System
- √ Provide Training
  - ✶ Change Officer Advanced Course (OAC) to 8-week TDY (est. annual savings = $.5M)
  - ✶ Re-evaluate advanced education needs (e.g., family life, Clinical Pastoral Education (CPE), world religions, ethics, etc.)
  - ✶ Use of Chapnet/Internet

PERSONNEL FAA



PERSONNEL MANAGEMENT FAA

USAREC Expanded

This proposal will expand the mission of USAREC to include all accessioning for the Department of the Army. The intent is to consolidate all recruiting of personnel and as many operational activities as possible under current law. This mission will include all active and reserve component military personnel and civilian interns and hard to fill occupations. It will not include National Guard and the Staff Judge Advocate.

- Single operational entity for Officer and Enlisted
- Develop synergism for officer recruiting between USMA/Cadet Command/OCS
- Skills, human resource analysis and research
- Leverage recruiting resources to meet total force needs

PERSONNEL MANAGEMENT FAA

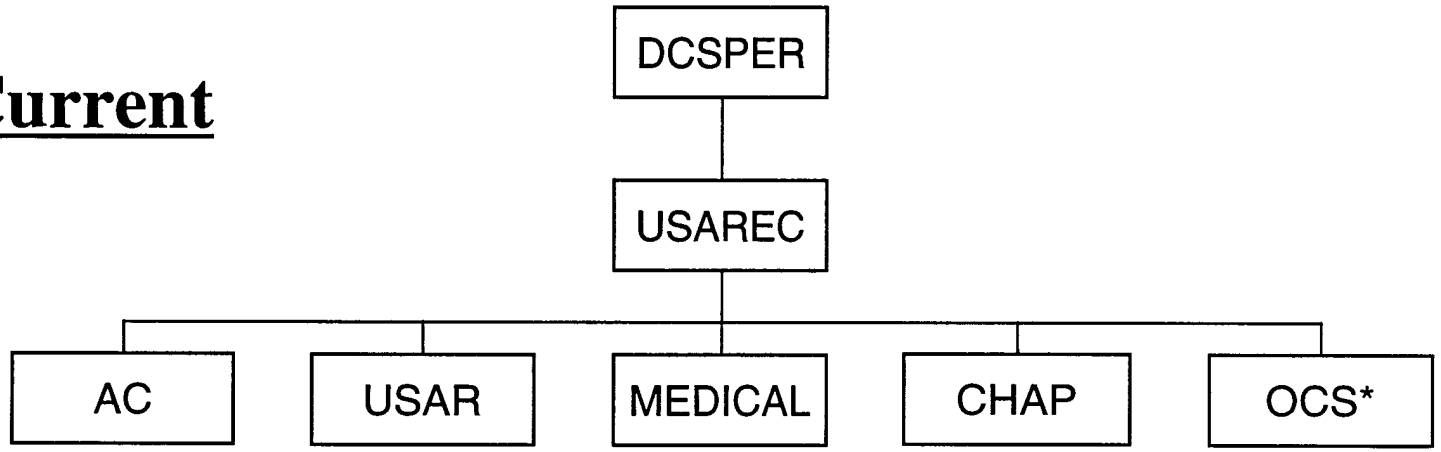
USAREC Expanded (cont.)

RECOMMENDATION:

Target to expand USAREC's recruiting mission to include USMA, ROTC, all of OCS, and selected civilian occupations and attempt to gain 15 percent savings in personnel

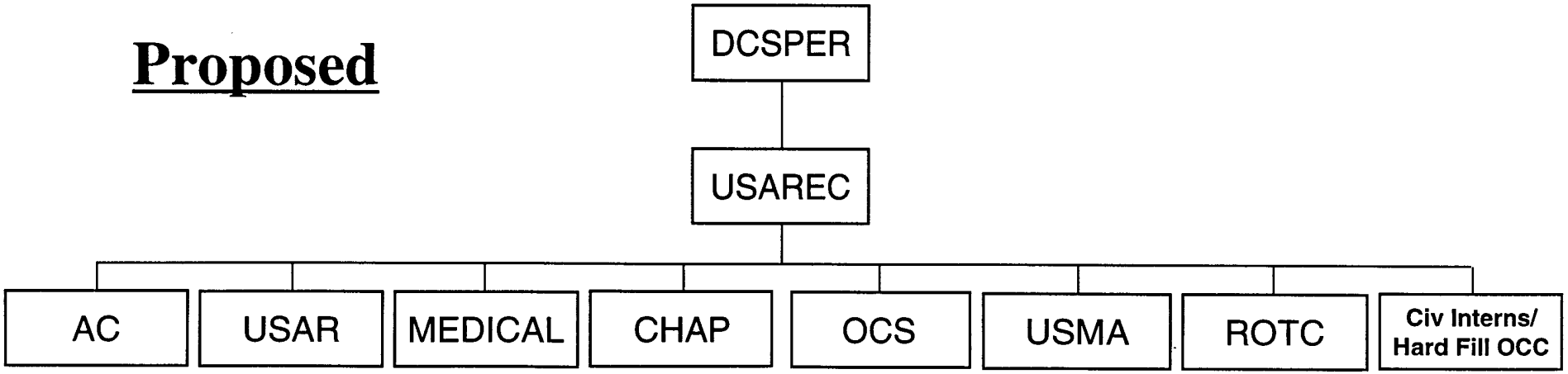
PERSONNEL MANAGEMENT FAA

Current



*Partial

Proposed



PERSONNEL MANAGEMENT FAA

USMA and Cadet Command Combined

The intent is to combine the individual training of all officer cadets under a single authority. This will include all academy, ROTC, and OCS programs. It will also include strategic direction for the conduct of state-level programs in the Army National Guard.

- Sole linkage to USAREC recruiting efforts
- Single proponent for accessioning criteria for officers
- Consolidation of all USMA/ROTC/OCS resources
- Sole proponent for commissioning criteria (Cadet performance criteria)

PERSONNEL MANAGEMENT FAA

USMA and Cadet Command Combined (cont.)

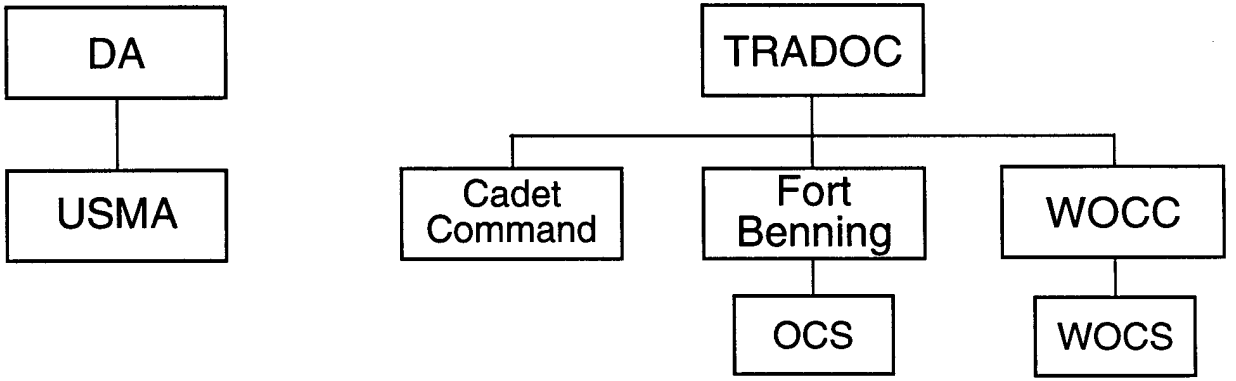
- Proponent for standardized pre-commissioning training
- Establish commonality in pre-commissioning experience and training
- Incorporate Warrant Officer Candidates

RECOMMENDATION: Develop Officer Cadet Command as organized in Proposal #4.

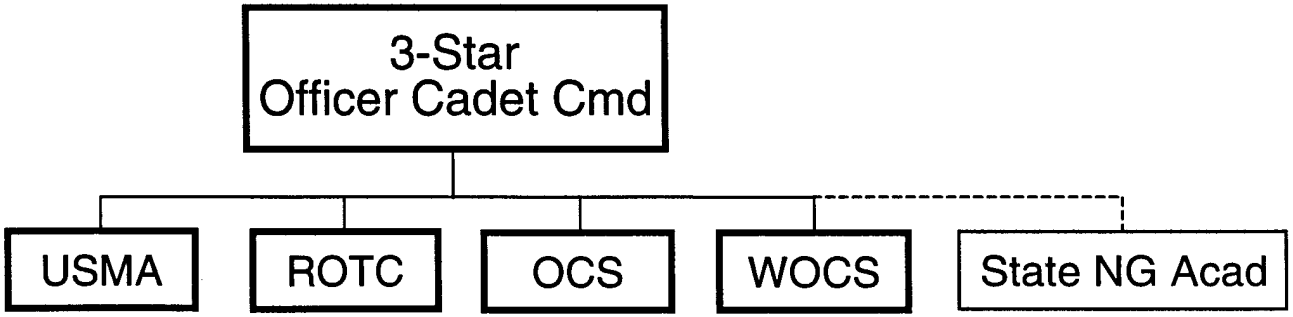
PERSONNEL MANAGEMENT FAA

USMA and Cadet Command Combined

Current



Proposal #1

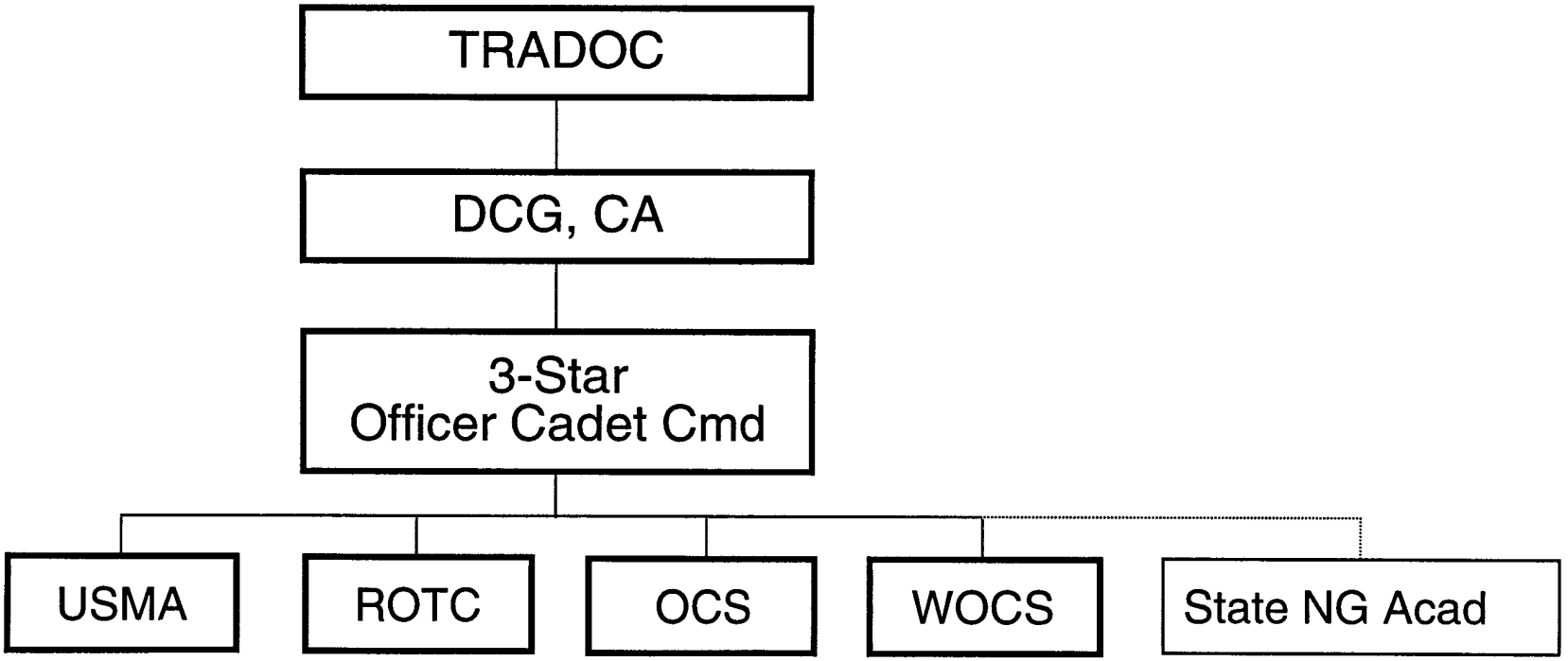


-------- Policy Guidance

PERSONNEL MANAGEMENT FAA

USMA and Cadet Command Combined

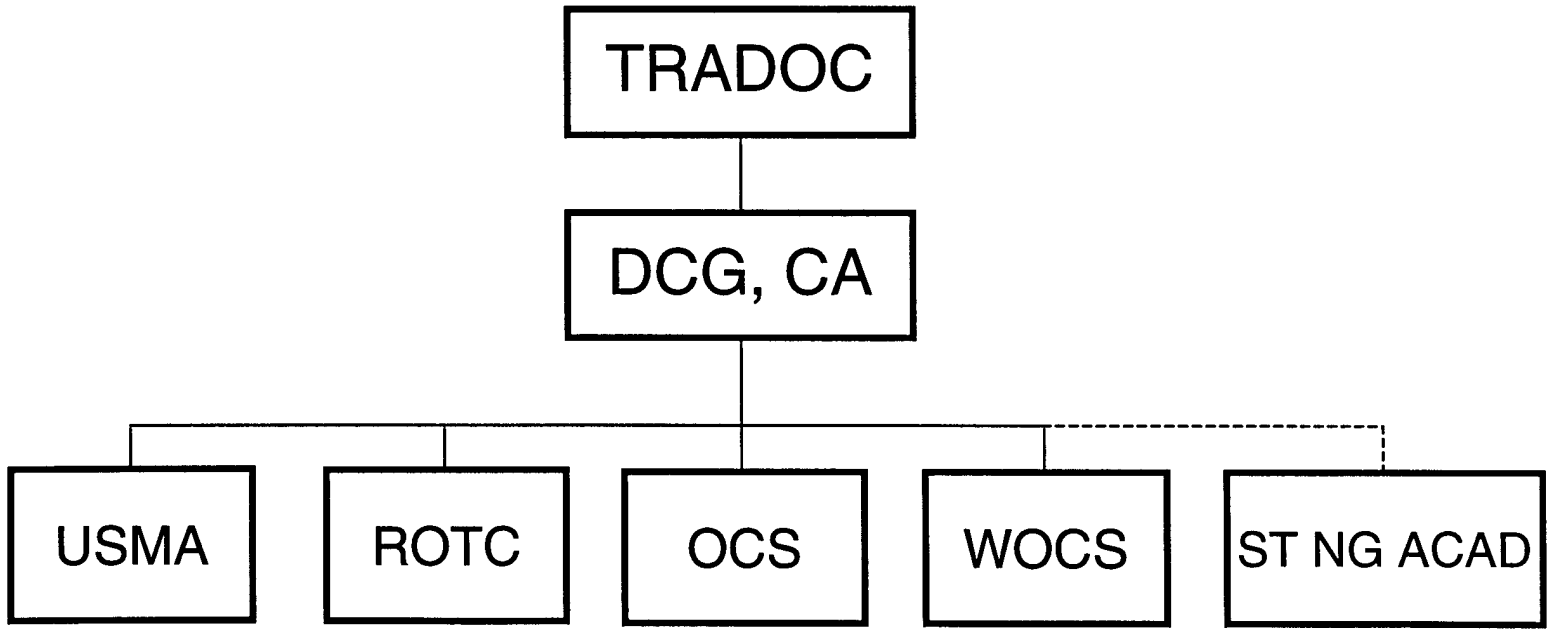
Proposal #2



PERSONNEL MANAGEMENT FAA

USMA and Cadet Command Combined

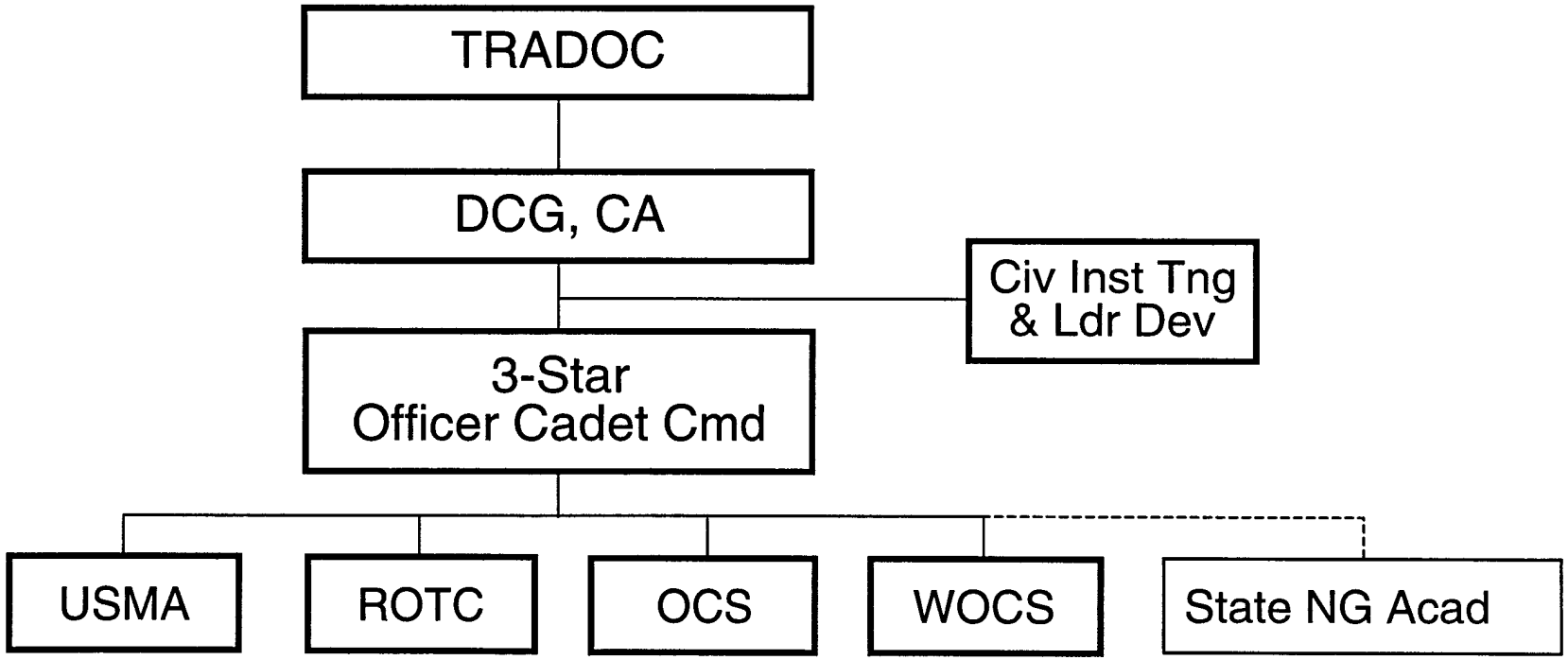
Proposal #3



PERSONNEL MANAGEMENT FAA

USMA and Cadet Command Combined

Proposal #4



PERSONNEL MANAGEMENT FAA

20 Percent Turnover

The purpose of this topic is to address means to reduce annual turnover of Army personnel. It will include the determination of an acceptable turnover rate as a goal, establish methods for accomplishing this goal, and articulate the desired end state in terms of characterizing the Army's resulting human resources.

How should this be achieved?

- More pay, benefits?
- Contractual obligation extended?
- Cultural change?
- Change in law?
- Reduce training base attrition

PERSONNEL MANAGEMENT FAA

20 Percent Turnover (cont.)

- End State
  - Older Army?
  - More married Army--AC married rate now 65%
  - More family members
  - Change in costs
    - Medical for older soldiers
    - Family members
    - Smaller training base
- Requires Adjustment of Leader Development Model

PERSONNEL MANAGEMENT FAA

20 Percent Turnover (cont.)

RECOMMENDATION:

1. Take action to reduce IET training base attrition to 10%
2. Strive to reduce first-term attrition prior to ETS by 10%
3. Conduct study to determine desired end state of the Army and how to achieve it

PERSONNEL MANAGEMENT FAA

Pay/Personnel Integration

This initiative will investigate the advantages/disadvantages of an integration of the functions and organizations of pay and personnel management. It will focus on the consolidations, efficiencies, savings, and enhancements to customer services that are possible.

- Eliminate redundancies
- Eliminate unnecessary work--dual reporting to personnel and pay (promotions, UCMJ, demotions, etc.)

PERSONNEL MANAGEMENT FAA

Pay/Personnel Integration (cont.)

- Single automation system--paperless, timely transactions
- Combine pay/personnel organizations

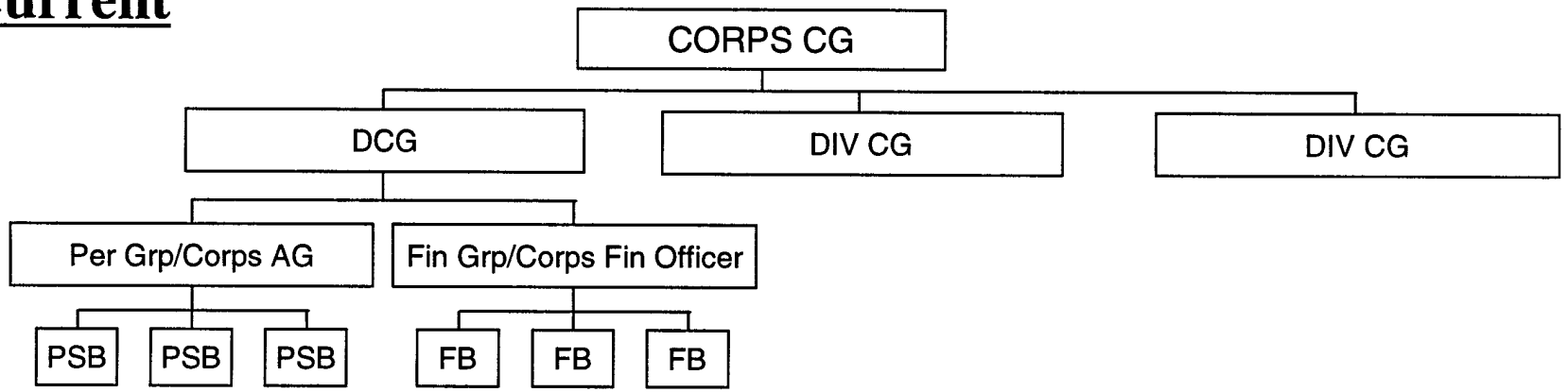
RECOMMENDATION: Target for implementation pending war-stopper issues; target savings of 100 spaces.

PERSONNEL MANAGEMENT FAA

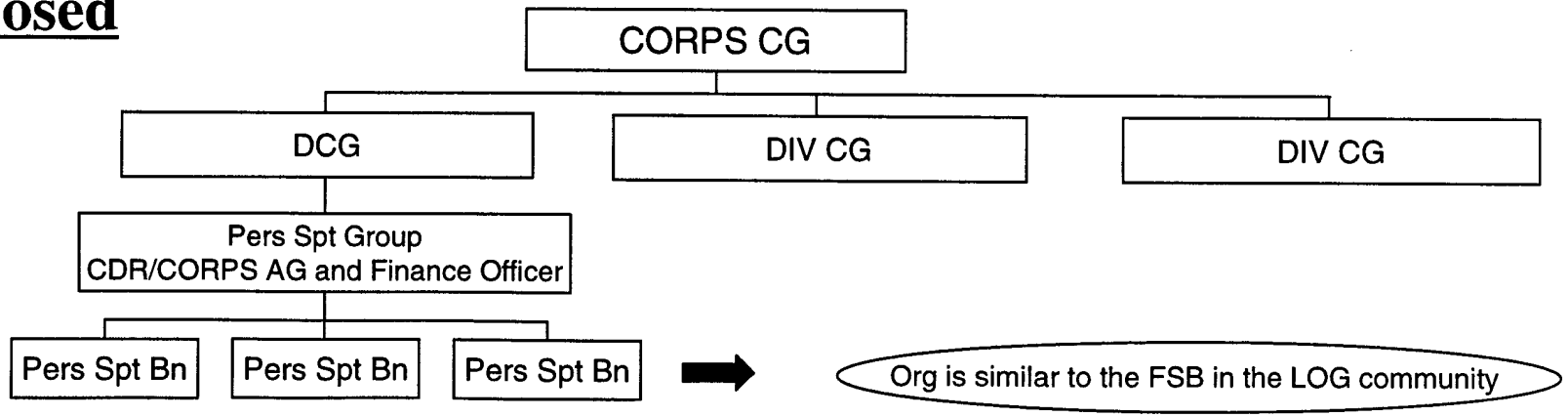
Pay/Personnel Integration

Functional Reorganization

Current



Proposed



PERSONNEL MANAGEMENT FAA

Doctrine--SSI/CASCOM

Should pay and personnel doctrine remain a sub-function of logistics as opposed to full representation among TRADOC functions. Organizationally, should the Soldier Support Institute remain a subordinate command to the Combined Arms Support Command?

- Improved visibility of PSS doctrinal concepts at TRADOC and Army levels
- Current structure subordinates PSS to logistics in doctrine and organization

PERSONNEL MANAGEMENT FAA

Doctrine--SSI/CASCOM (cont.)

- One voice for PSS ultimately improving integration of PSS activities across the full range of combat developments, doctrine, organizations, systems and leader development
- Tighter link between HQDA and its field operating and doctrine agency at SSI
- SSI has no integrating staff at Institute level
- Resistance to establishing a PSS integrating activity within greater PSS community (JAG, Chap, PA)

PERSONNEL MANAGEMENT FAA

Doctrine--SSI/CASCOM (cont.)

RECOMMENDATION:

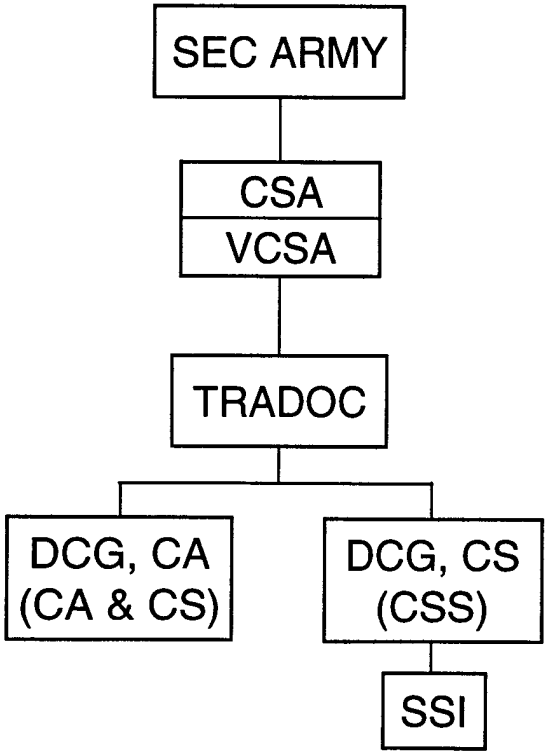
Further develop proposal and formally recommend to Cdr, TRADOC.

PERSONNEL MANAGEMENT FAA

Doctrine--SSI/CASCOM

Delayering Doctrine

Current



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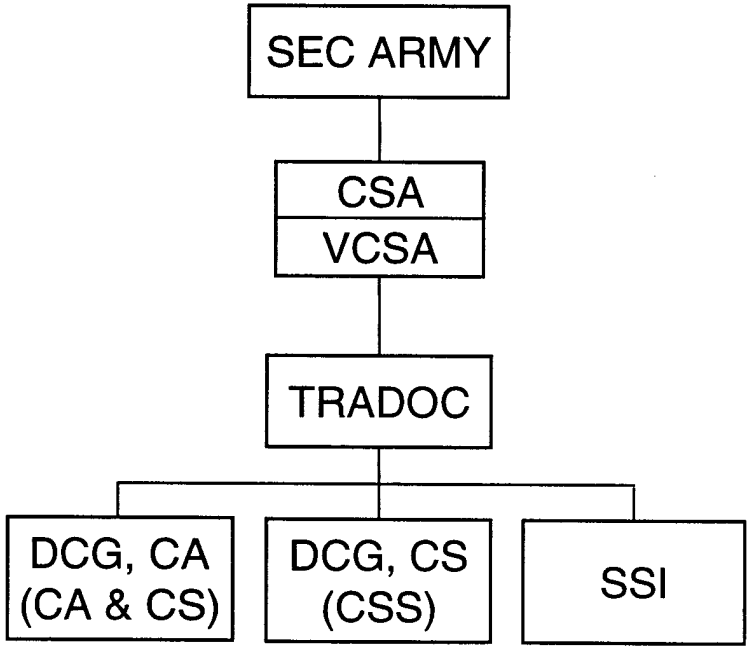


PERSONNEL MANAGEMENT FAA

Restructure HQ Pers Mgmt Operating Functions

Within the context of the other initiatives listed here, what functions, structure, and responsibilities can be eliminated or divested? What will be the resulting purpose of the organization and what will be the differences between current operations and capabilities?

- Assimilate PERSINSCOM function; contract out hardware operations
- Build integrated personnel relational database
- Transfer policy mission of TAGD to HQDA

PERSONNEL MANAGEMENT FAA

Restructure HQ Pers Mgmt Operating Functions (cont.)

- Multi-component Personnel Command combining like functions where appropriate (AC/USAR/NG - promotions, selection boards, separations, etc.)
- Divest civilian personnel management operations centers after full implementation of regionalization
- Eliminate or divest non-HQ operations to commands/installations

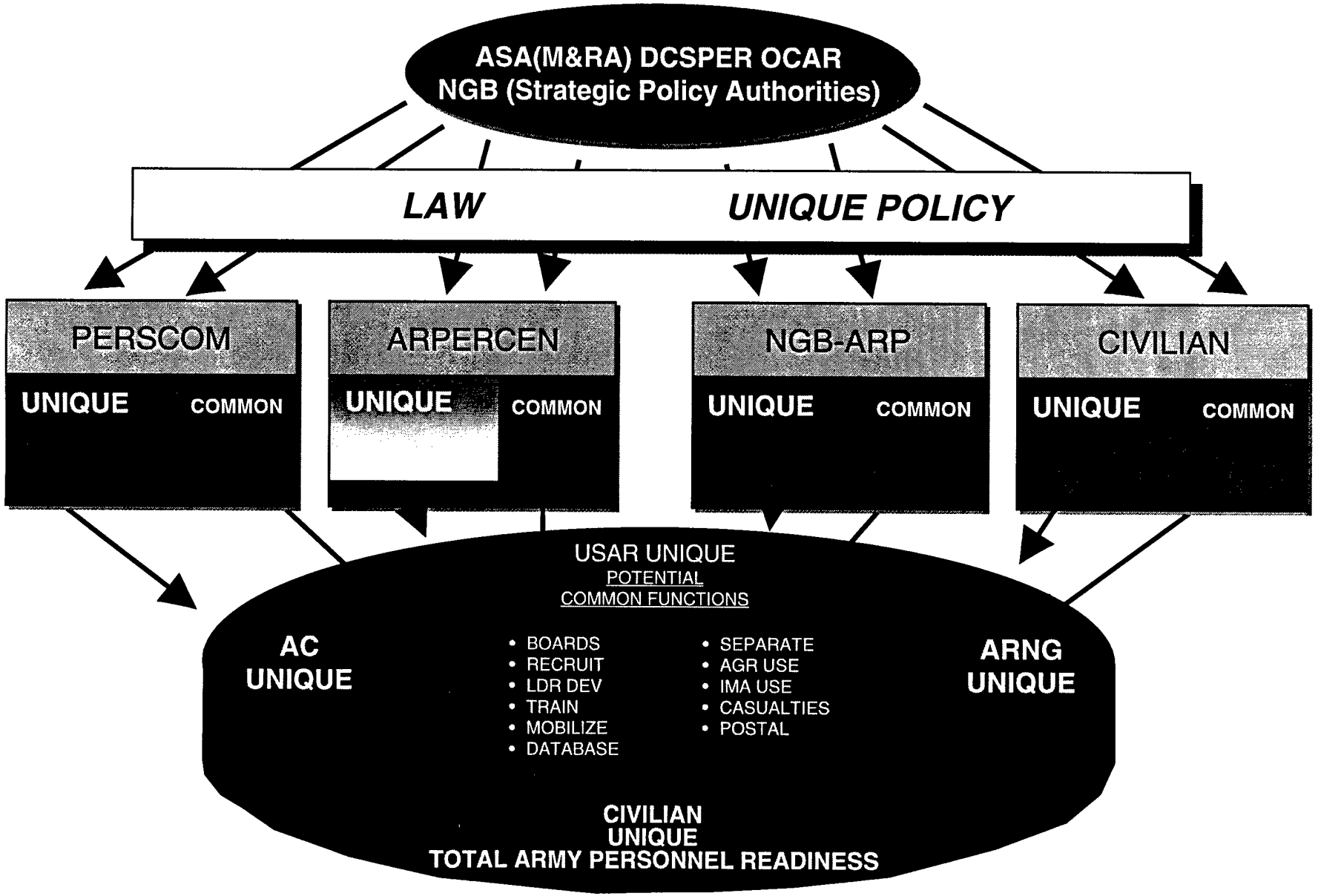
PERSONNEL MANAGEMENT FAA

Restructure HQ Pers Mgmt Operating Functions (cont.)

RECOMMENDATION:

1. Realign PERSINSCOM with PERSCOM IAW SOMA Study; explore contracting out hardware
2. Transfer policy mission of TAGD to DCSPER
3. Study divestiture of operations centers after full implementation of regionalization
4. Develop integrated, relational personnel database for all components
5. Establish Multi-component Personnel Command to integrate common functions (i.e. boards, separations, mobilization)
6. Identify non-HQ operating functions to be eliminated or divested to commands/installations in POM 98-03

PERSONNEL MANAGEMENT FAA



PERSONNEL MANAGEMENT FAA

Protocol Officers

The purpose of this initiative is to determine if there are excessive numbers of protocol officers in the Army. What advantages might be gained by the reduction of resources committed to protocol?

- Eliminates resources without eliminating requirements
- 104 known offices
  - Civilian/Military mix?
  - Should this be a military function or all civilian?
- Two Models:
  1. Robust--fully mission capable
  2. Minimal staffing--task work to subordinate commands

PERSONNEL MANAGEMENT FAA

Protocol Officers (cont.)

- Who sets the standard? How are people trained?
- Can the function be regionalized?
  - Remain responsive to commanders?
  - Remain responsive to the customer?
  - Communication?
  - Training?

RECOMMENDATION: Target for 15 percent reduction Army-wide (approximately 50 spaces)

PERSONNEL MANAGEMENT FAA

Consolidation of USAREC & PERSCOM

This topic is concerned with the advantages/disadvantages of combining USAREC and other non-HQ operating personnel management functions into a single organization. The resulting organization will be responsible for accessioning personnel as well as their subsequent distribution, individual training program management, sustainment, and separation.

- Combines all personnel operations in one place
- Provides direct linkage between accessioning and life cycle management under a single commander

PERSONNEL MANAGEMENT FAA

Consolidation of USAREC & PERSCOM (cont.)

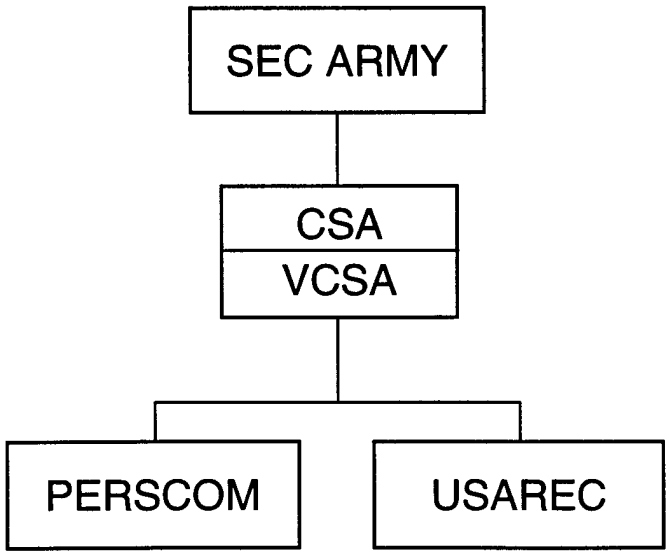
- Single link between HQDA (policy) and personnel operations
- Extremely large mission scope and span of control
- Minimal resource savings

RECOMMENDATION: Do not consolidate.

PERSONNEL MANAGEMENT FAA

Consolidation of USAREC & PERSCOM

Current



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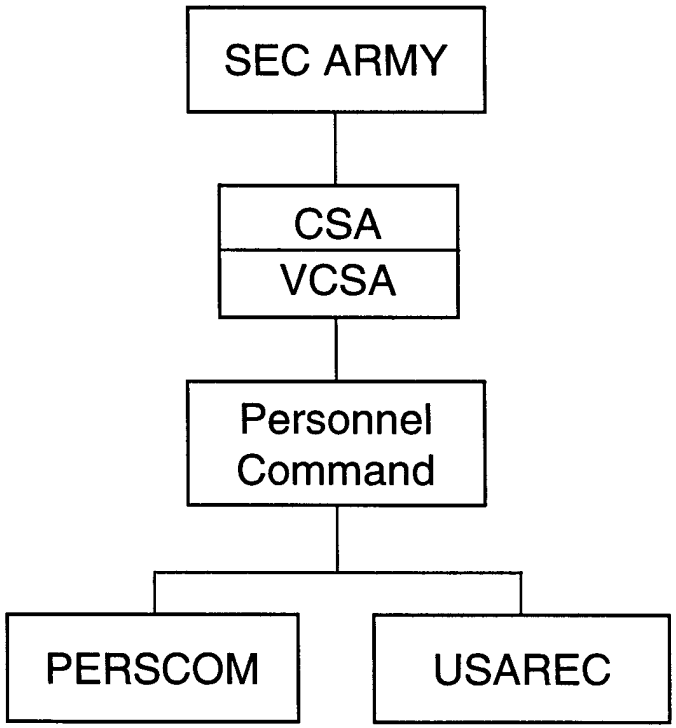
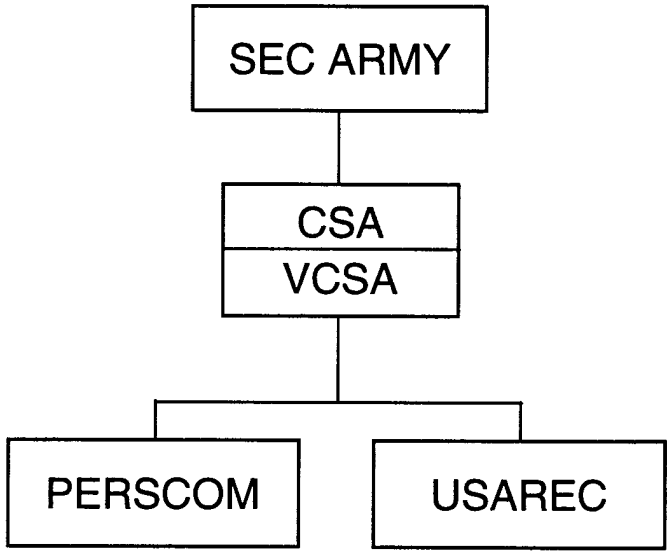


PERSONNEL MANAGEMENT FAA

Consolidation of USAREC & PERSCOM

Current



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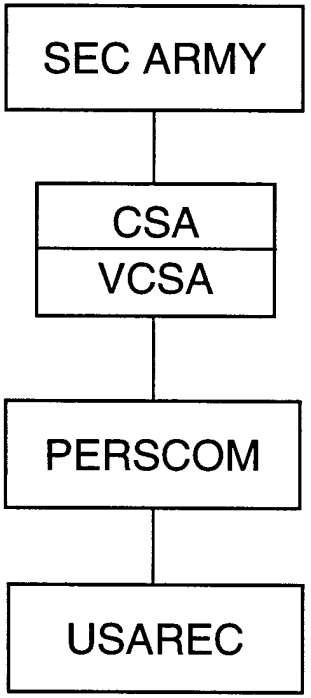


PERSONNEL MANAGEMENT FAA

PERSCOM to TRADOC

This proposal is to integrate PERSCOM into TRADOC. As such TRADOC would constitute an intermediate headquarters between HQDA and PERSCOM for the implementation of personnel policy. Policy making would remain at the HQDA level, while operations will be executed by PERSCOM as interpreted by TRADOC.

- Adds redundant layer between HQDA and personnel operations
- Ill-defined role for TRADOC as an intermediate command
  - Fiscal policy? - Resource allocation?
  - Personnel policy interpretation
- No personnel savings (possible staff plus-up for TRADOC)

PERSONNEL MANAGEMENT FAA

PERSCOM to TRADOC (cont.)

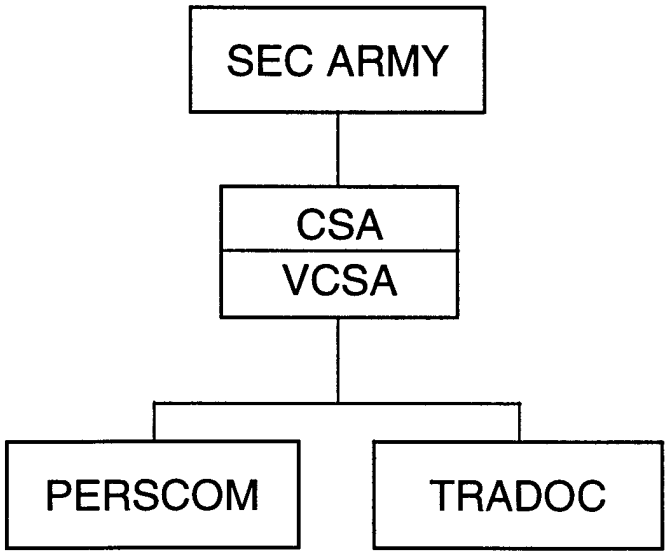
RECOMMENDATION:

PERSCOM not go to TRADOC

PERSONNEL MANAGEMENT FAA

PERSCOM to TRADOC

Current



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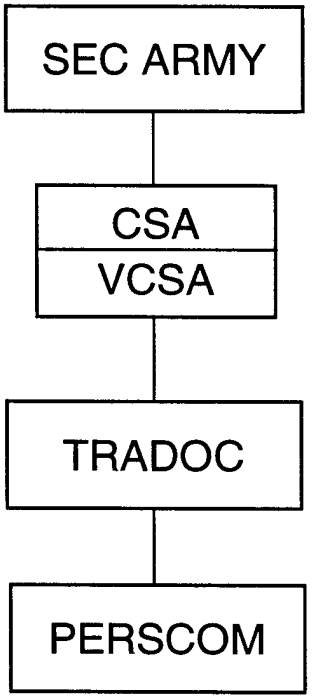


PERSONNEL MANAGEMENT FAA

HQDA FAR Issues

FOA	RECOMMENDATION
ARI	Split functionality: – Portion that supports training goes to TRADOC – Portion that supports personnel goes to PERSCOM (maximize contracting out)
DMO DET.	Retain

PERSONNEL MANAGEMENT FAA

HQDA FAR Issues (cont.)

FOA	RECOMMENDATION
MEPCOM	Retain
DA Military Board Agency	Retain
Civilian Personnel Field Agency	Retain
Center of Mil History	Transfer to AWC

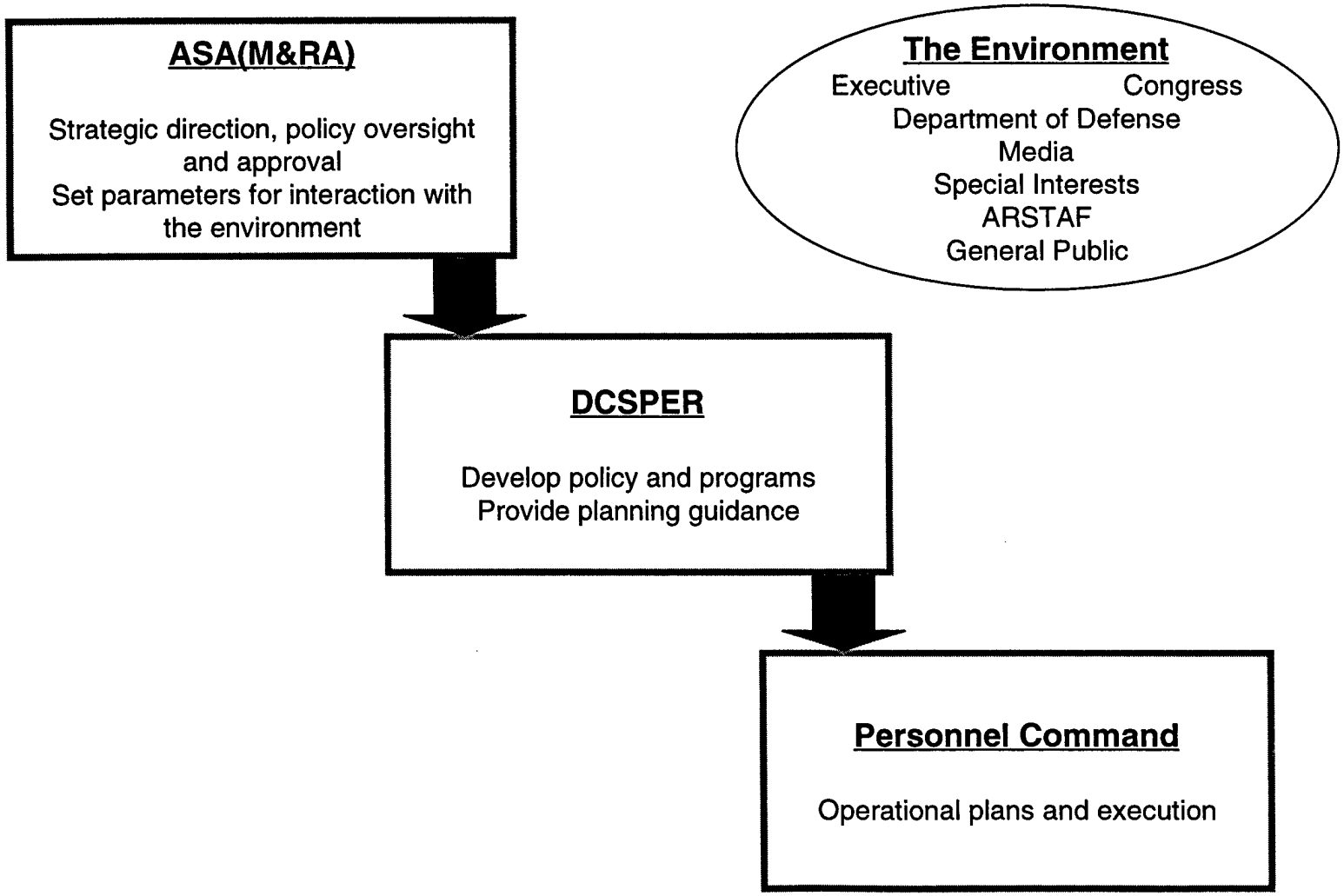
PERSONNEL MANAGEMENT FAA

HQDA FAR Issues (cont.)

ISSUE	RECOMMENDATION
NG Professional Education Center	Transfer to TRADOC
AWC	Transfer to TRADOC
AMSC	Transfer to TRADOC
Civilian Tng Ed Dev Student Det	Break out and retain TTHS

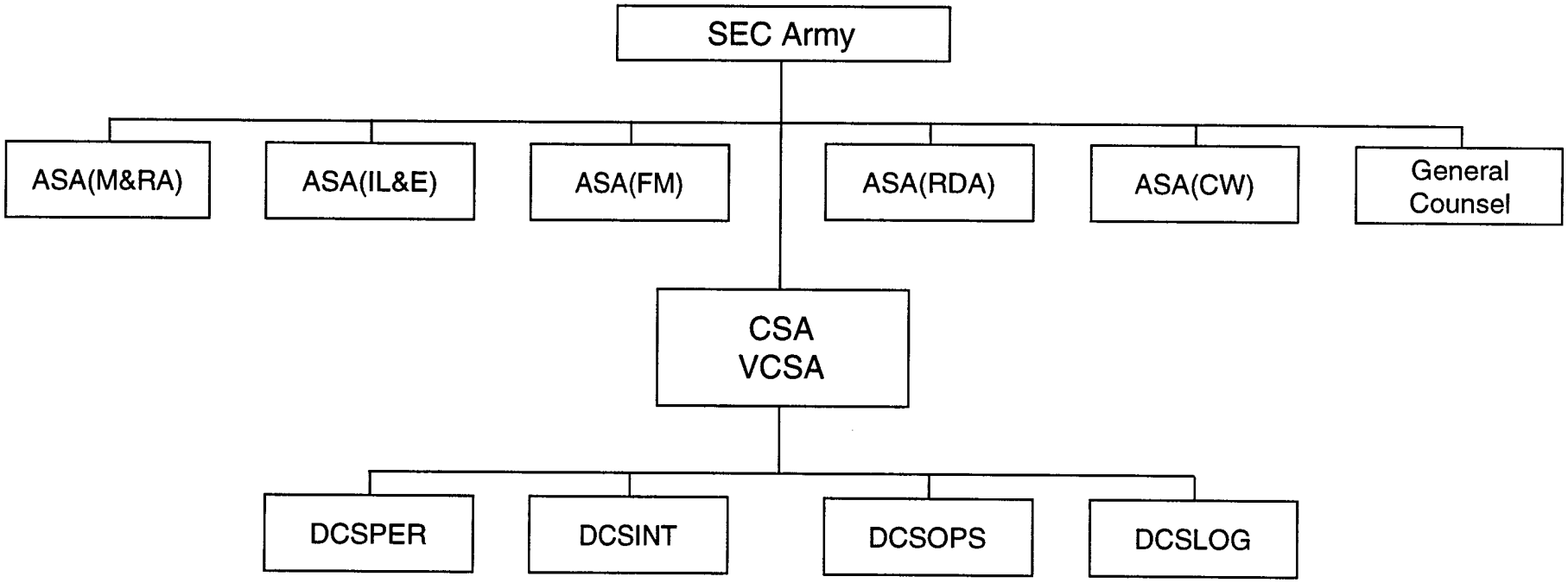
PERSONNEL MANAGEMENT FAA

Personnel Community Relationships



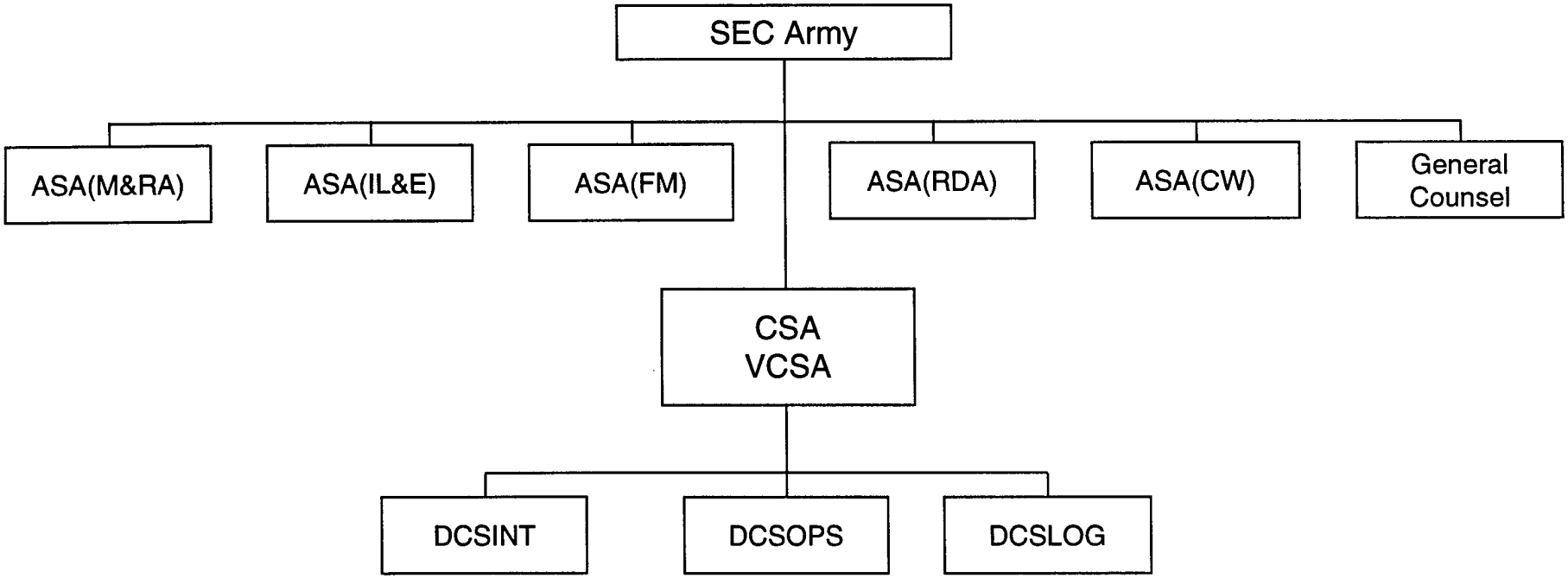
PERSONNEL MANAGEMENT FAA

HQDA Organization



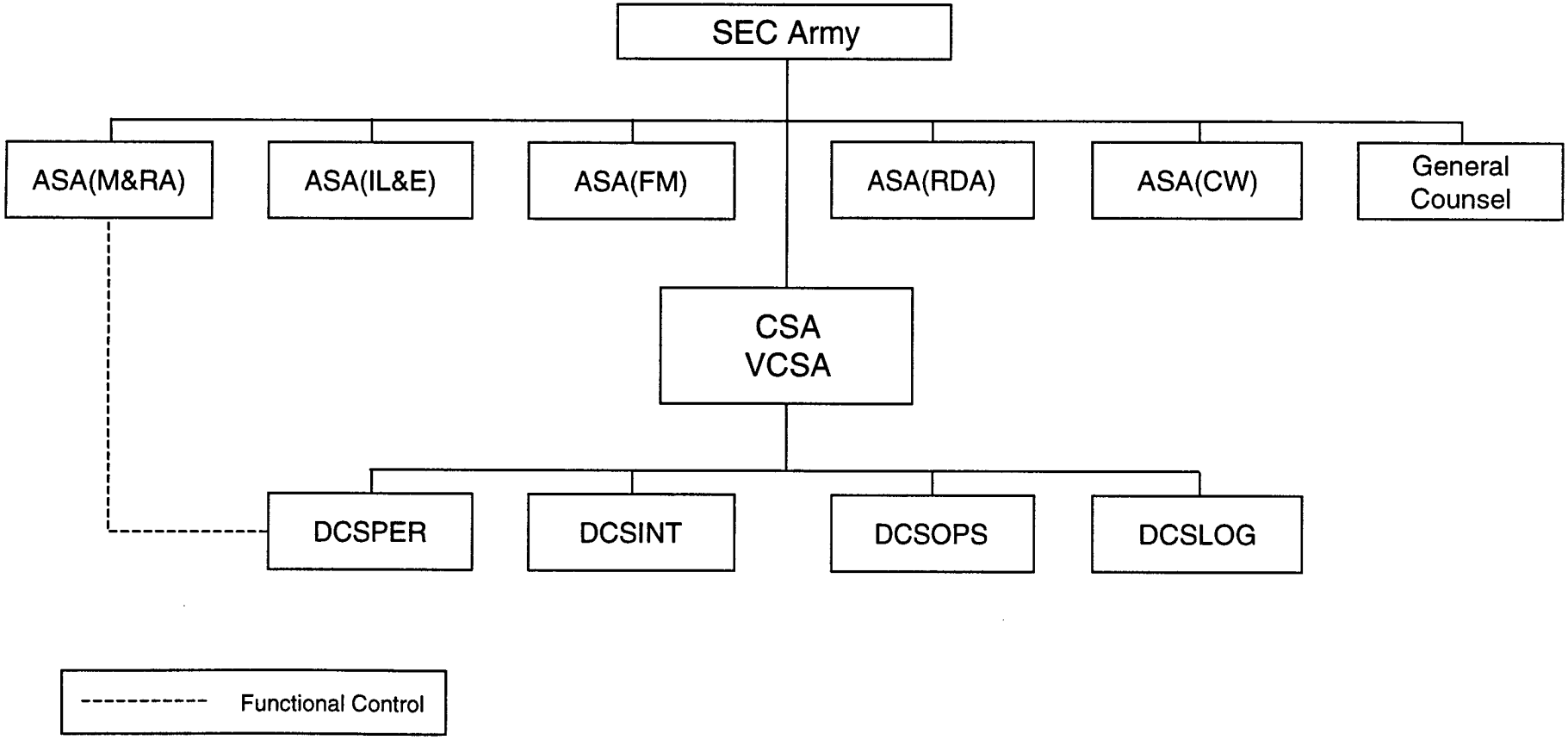
PERSONNEL MANAGEMENT FAA

HQDA Organization

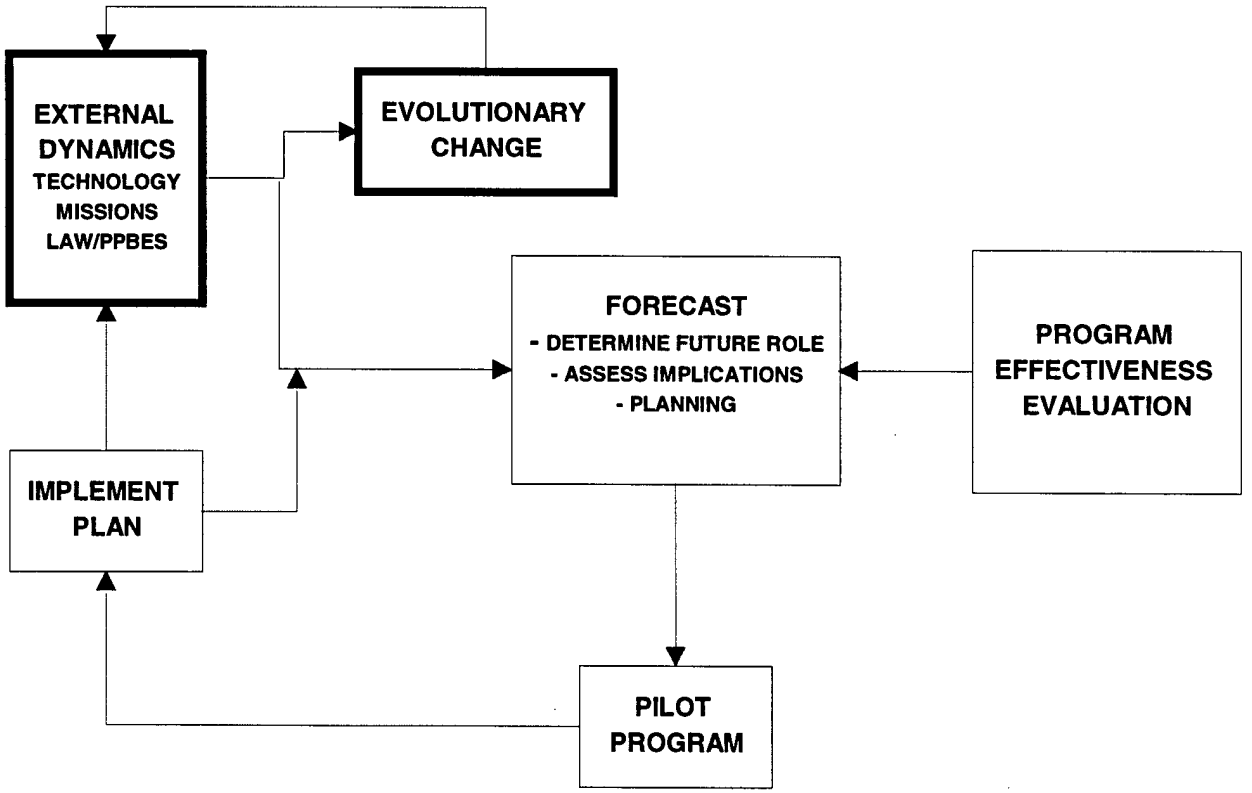


PERSONNEL MANAGEMENT FAA

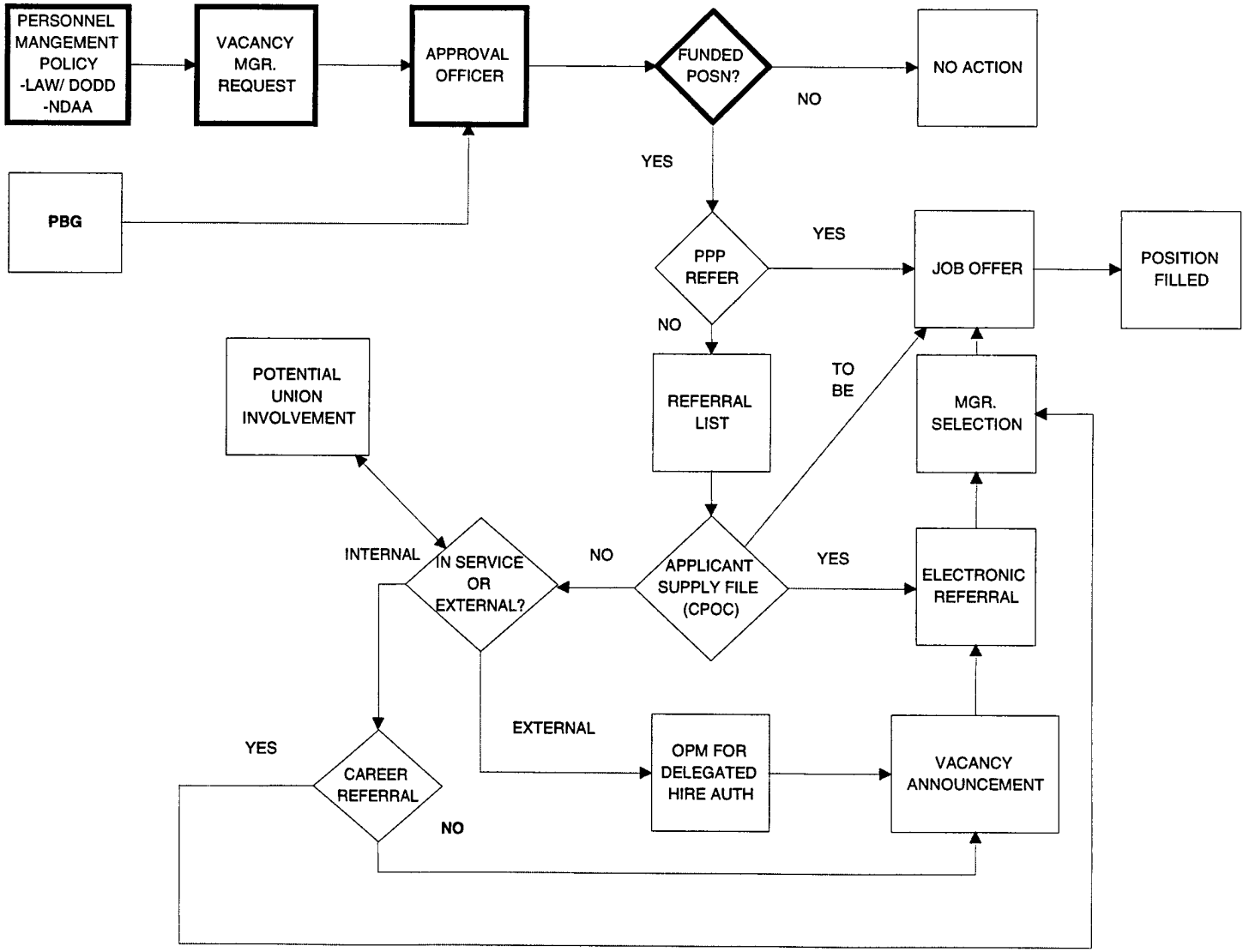
HQDA Organization



STRUCTURE


EXTERNAL DYNAMICS
TECHNOLOGY
MISSIONS
LAW/PPBES
EVOLUTIONARY CHANGE
FORECAST
- DETERMINE FUTURE ROLE
- ASSESS IMPLICATIONS
- PLANNING
PROGRAM EFFECTIVENESS EVALUATION
IMPLEMENT PLAN
PILOT PROGRAM

ACQUIRE/ DISTRIBUTE



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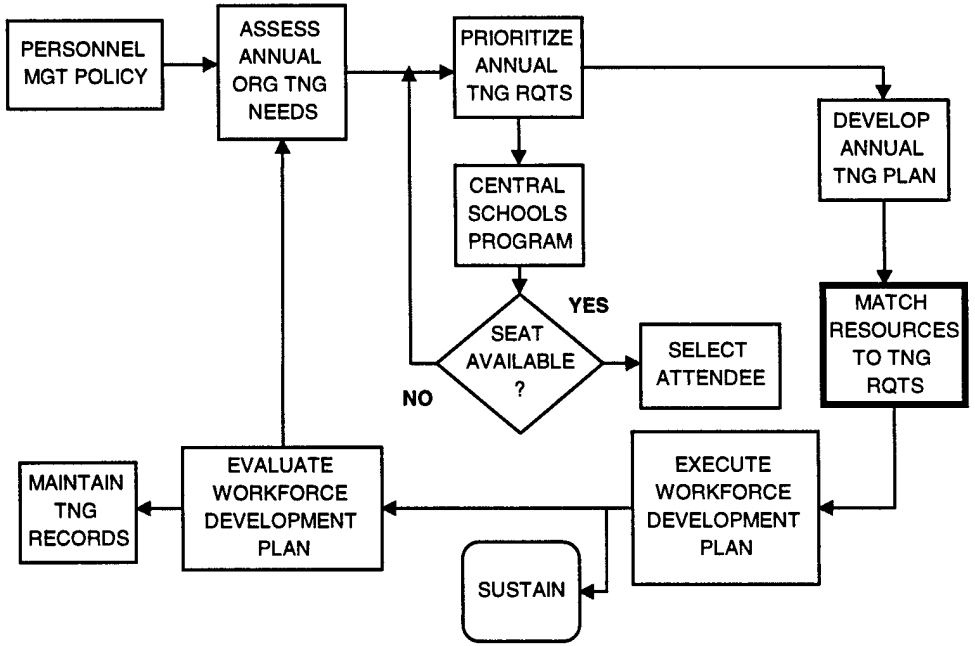
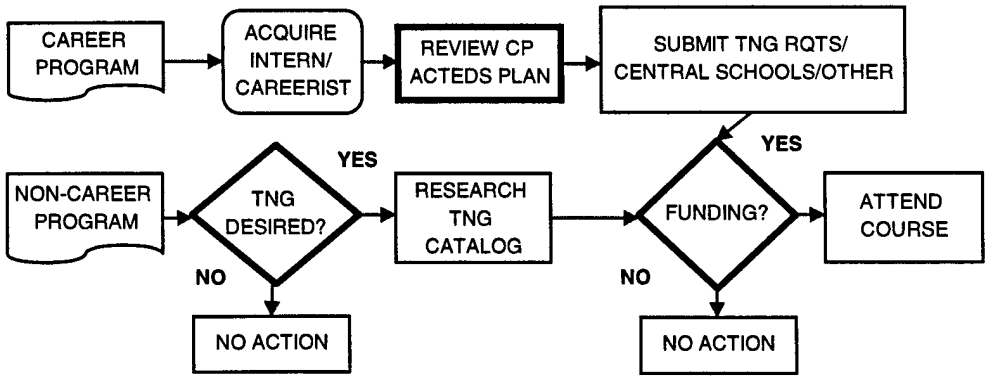
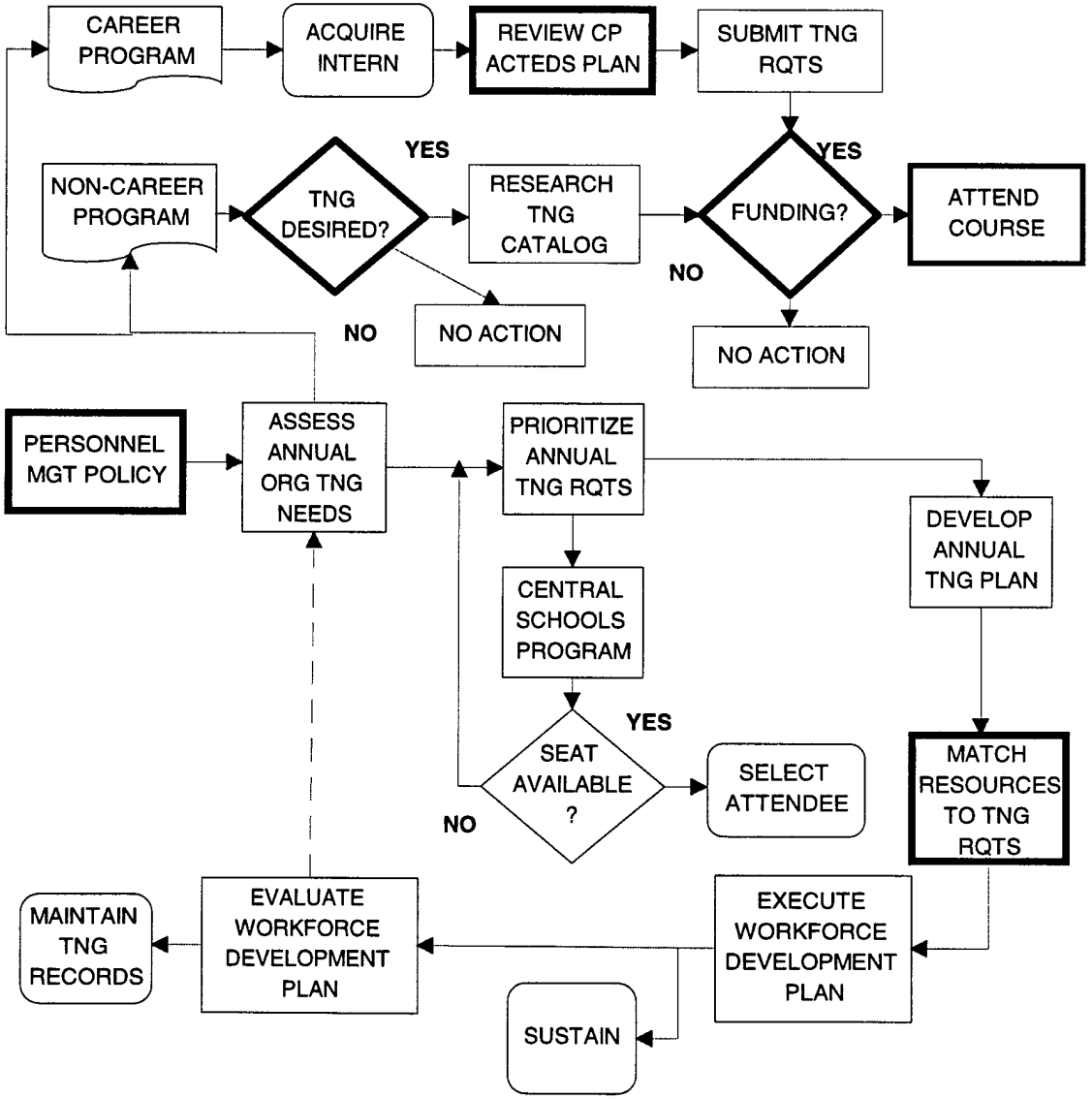


TYPICAL TRAINING PATH



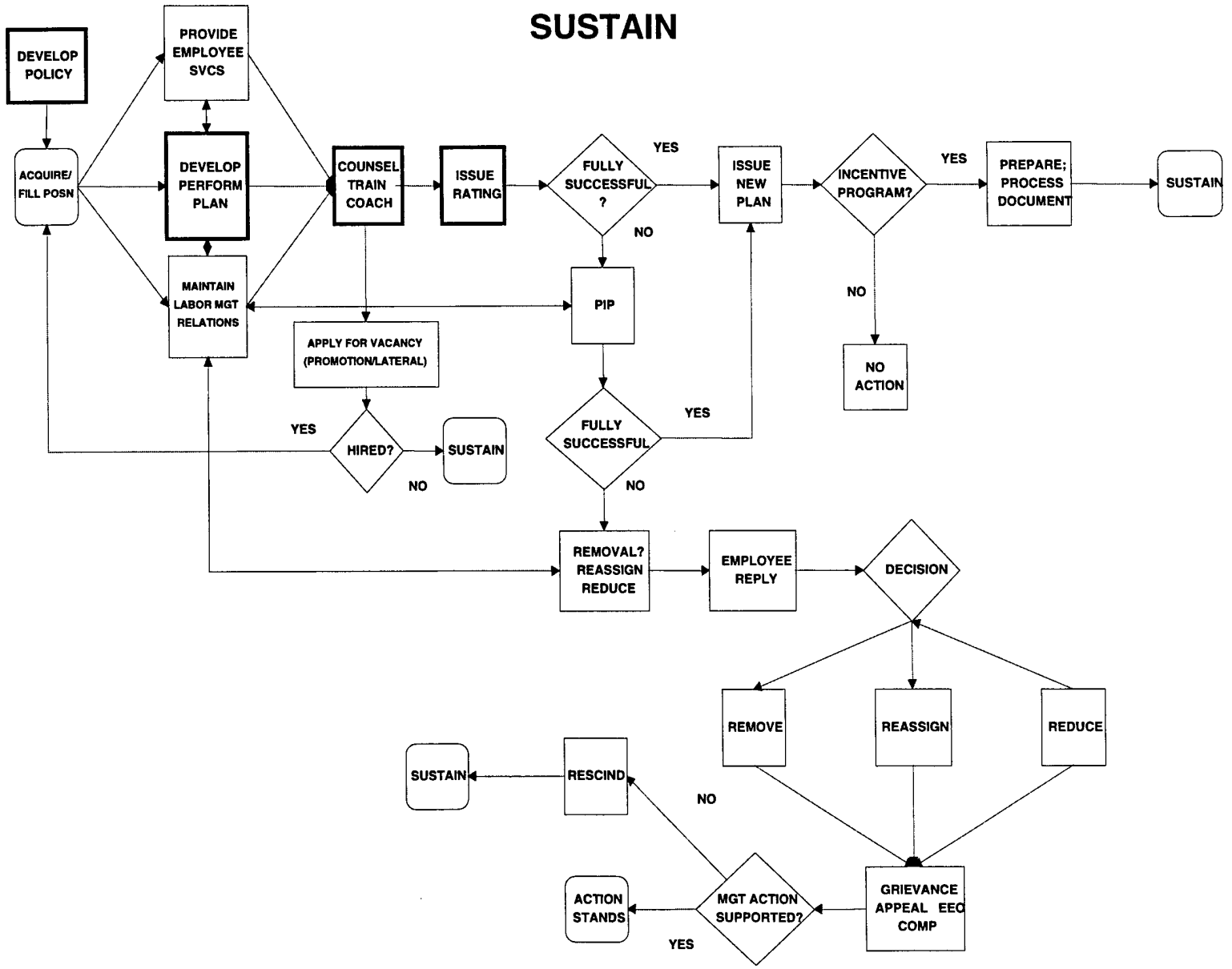
Functional Area Assessment

TRAIN



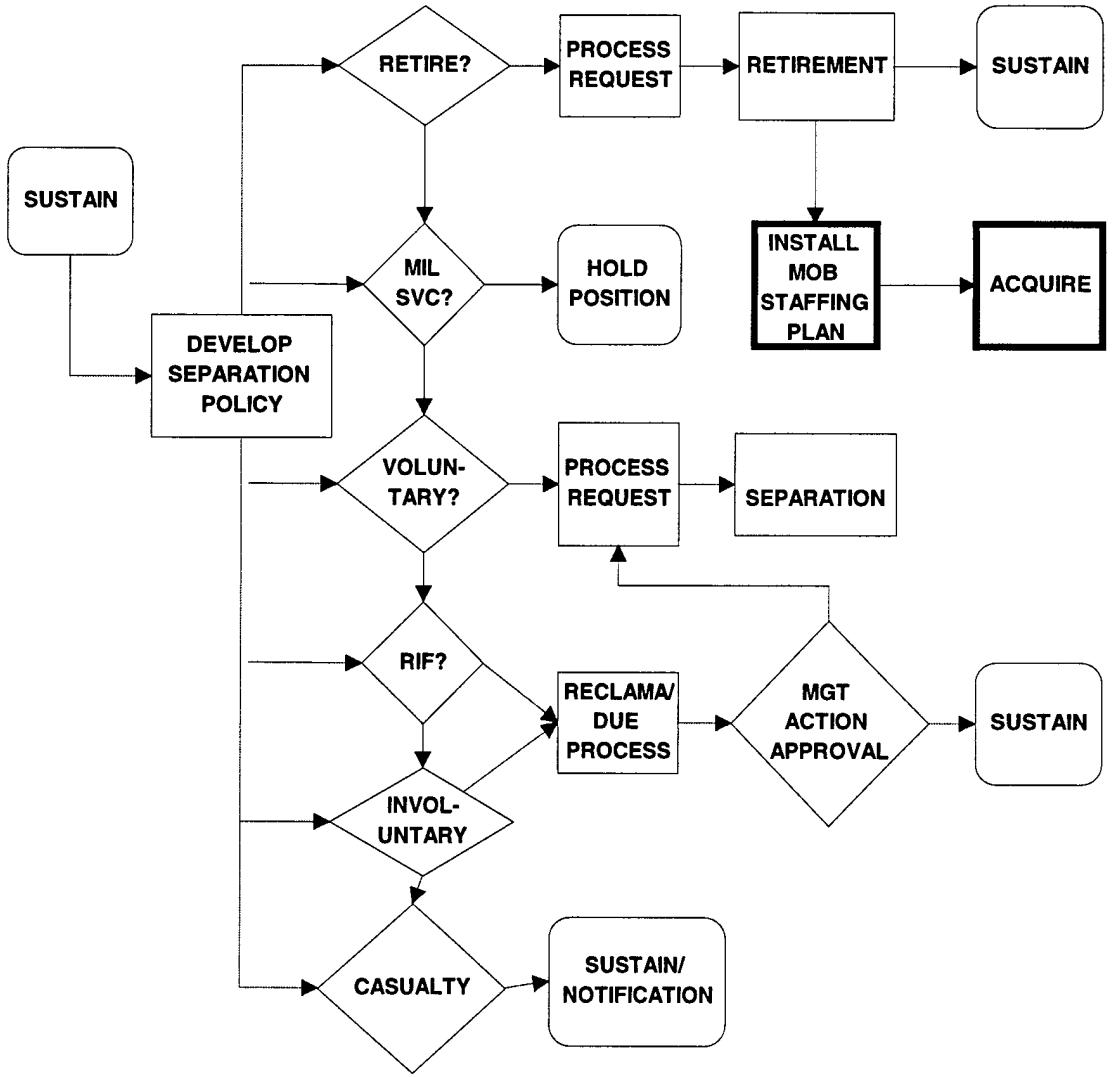
Civilian Recruit and Personnel Management

Functional Area Assessment



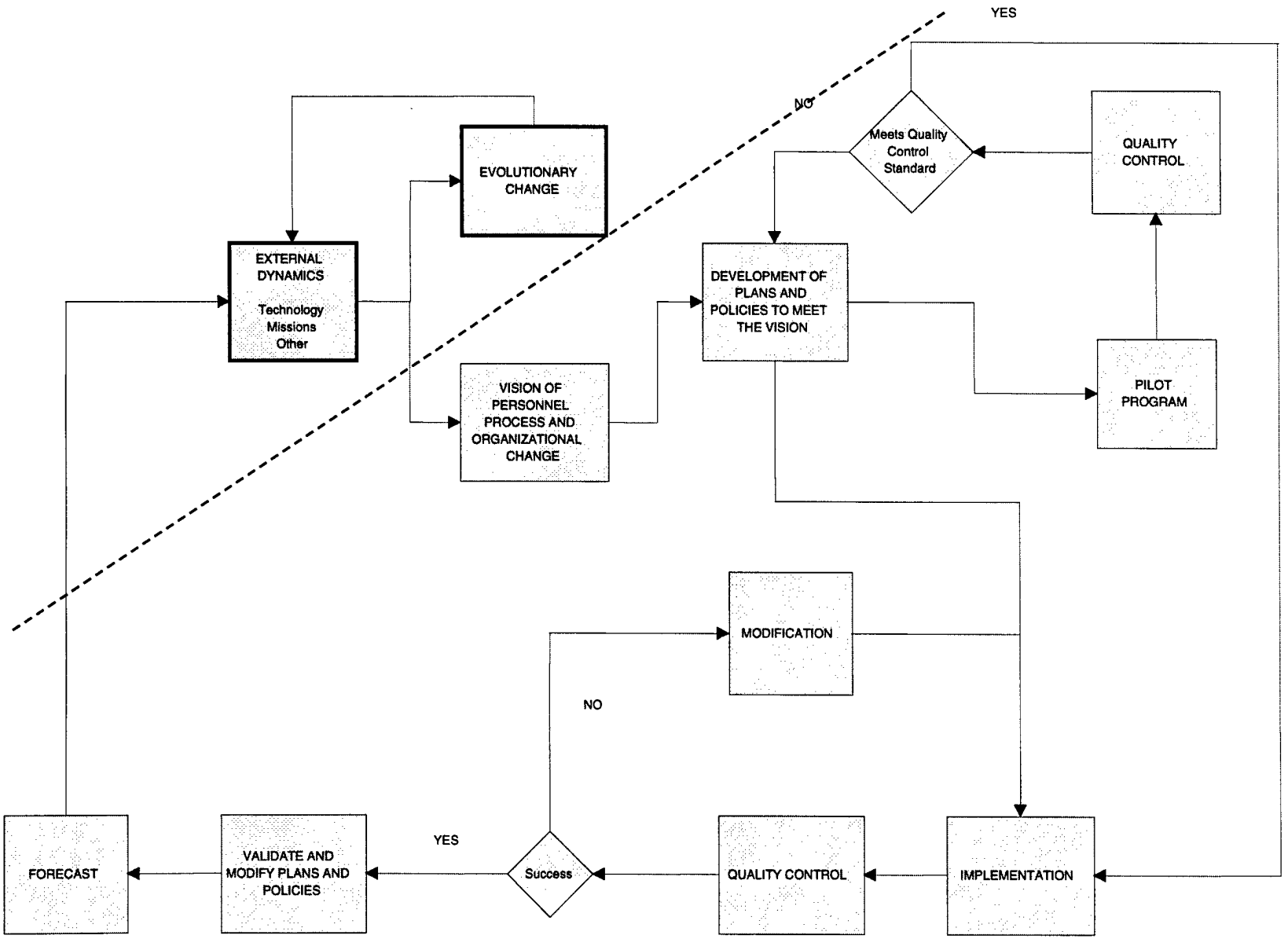
Civilian Recruit and Personnel Management

SEPARATE


SUSTAIN
DEVELOP SEPARATION POLICY
RETIRE?
PROCESS REQUEST
RETIREMENT
SUSTAIN
MIL SVC?
HOLD POSITION
INSTALL MOB STAFFING PLAN
ACQUIRE
VOLUN-TARY?
PROCESS REQUEST
SEPARATION
RIF?
RECLAMA/ DUE PROCESS
MGT ACTION APPROVAL
SUSTAIN
INVOL-UNTARY
CASUALTY
SUSTAIN/ NOTIFICATION

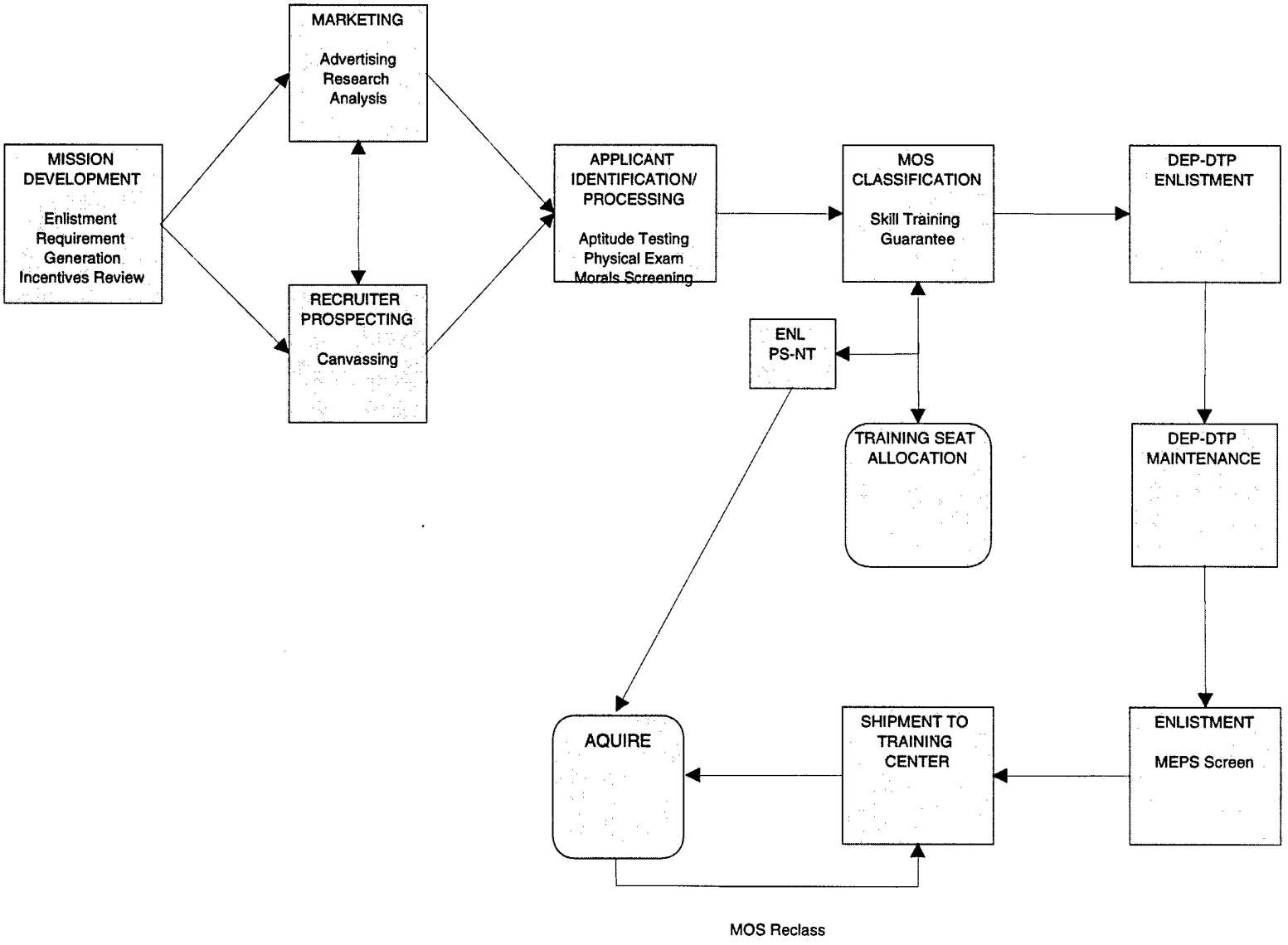
Functional Area Assessment

STRUCTURE



Functional Area Assessment

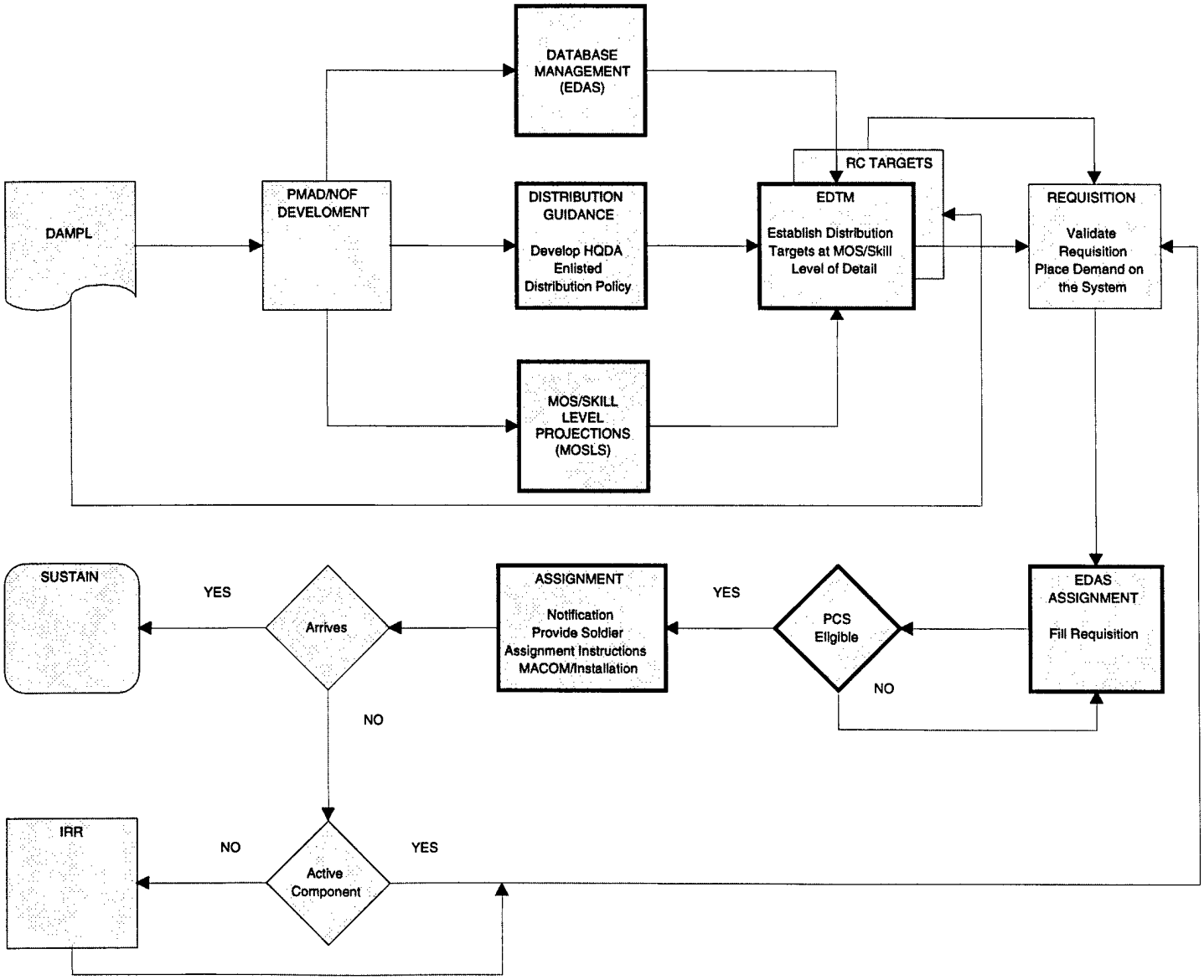
ACQUIRE



Enlisted Recruit and Personnel Management

Functional Area Assessment

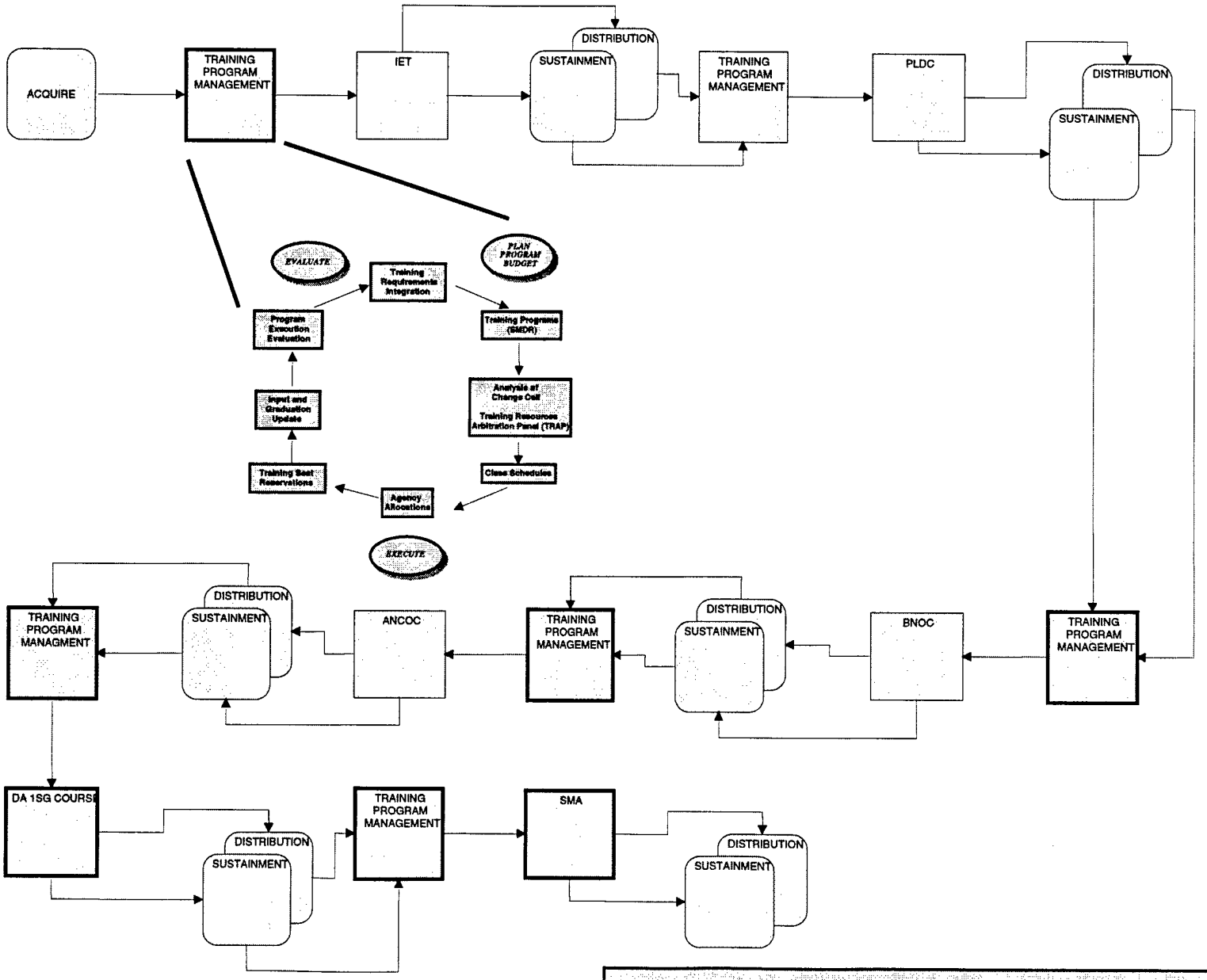
DISTRIBUTE



Enlisted Recruit and Personnel Management

Functional Area Assessment

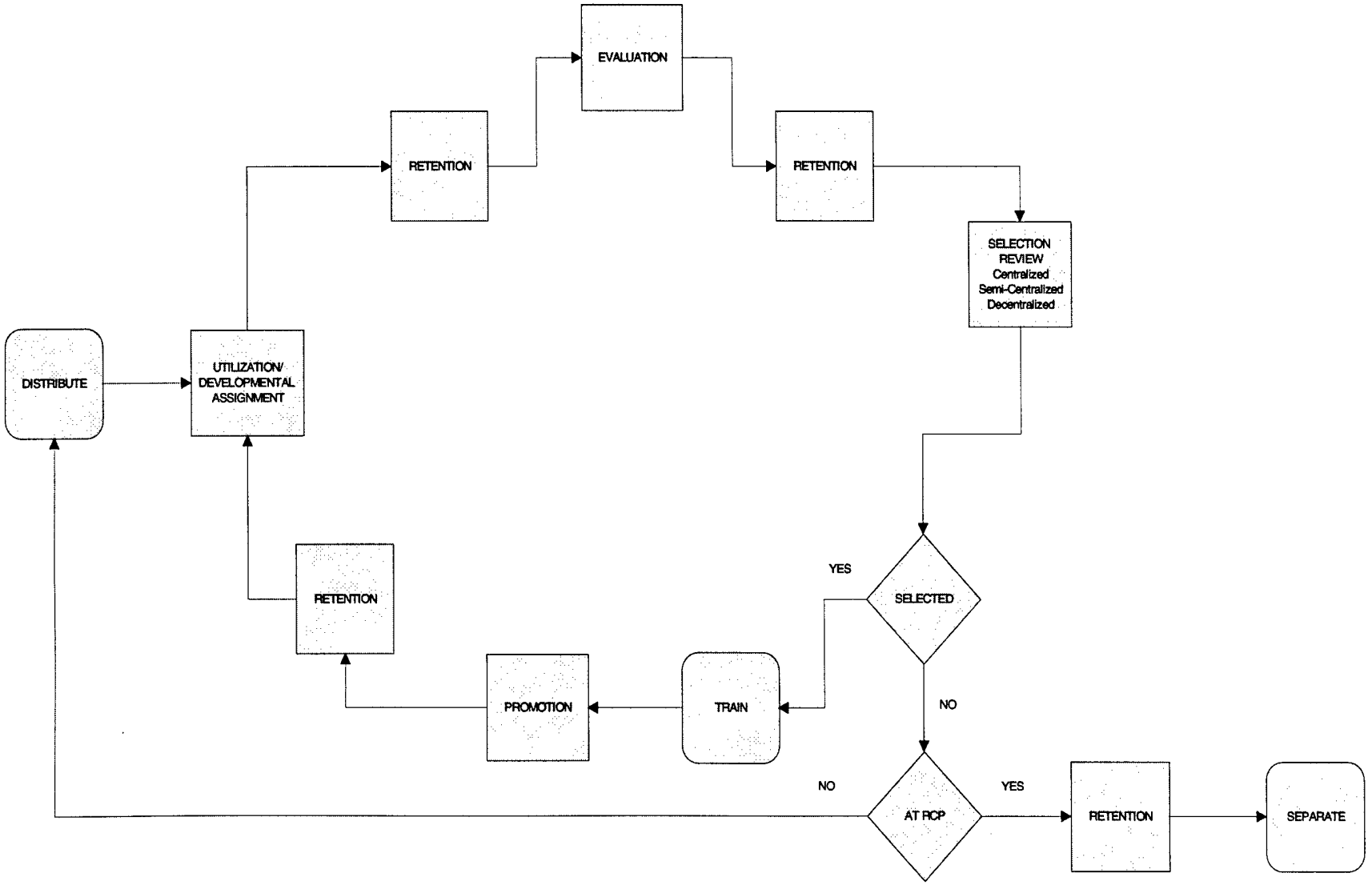
TRAIN



Enlisted Recruit and Personnel Management

Functional Area Assessment

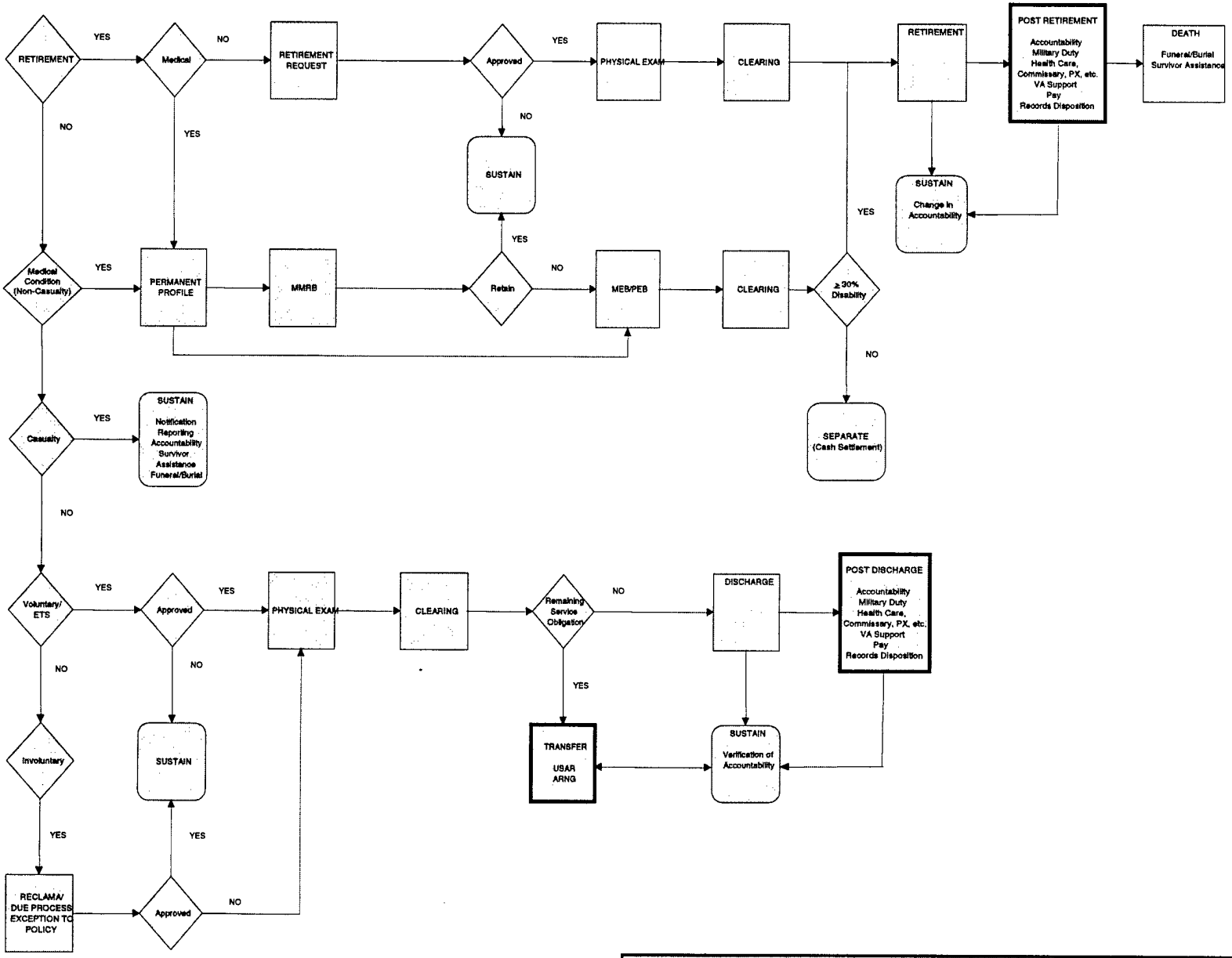
SUSTAIN



Enlisted Recruit and Personnel Management

Functional Area Assessment

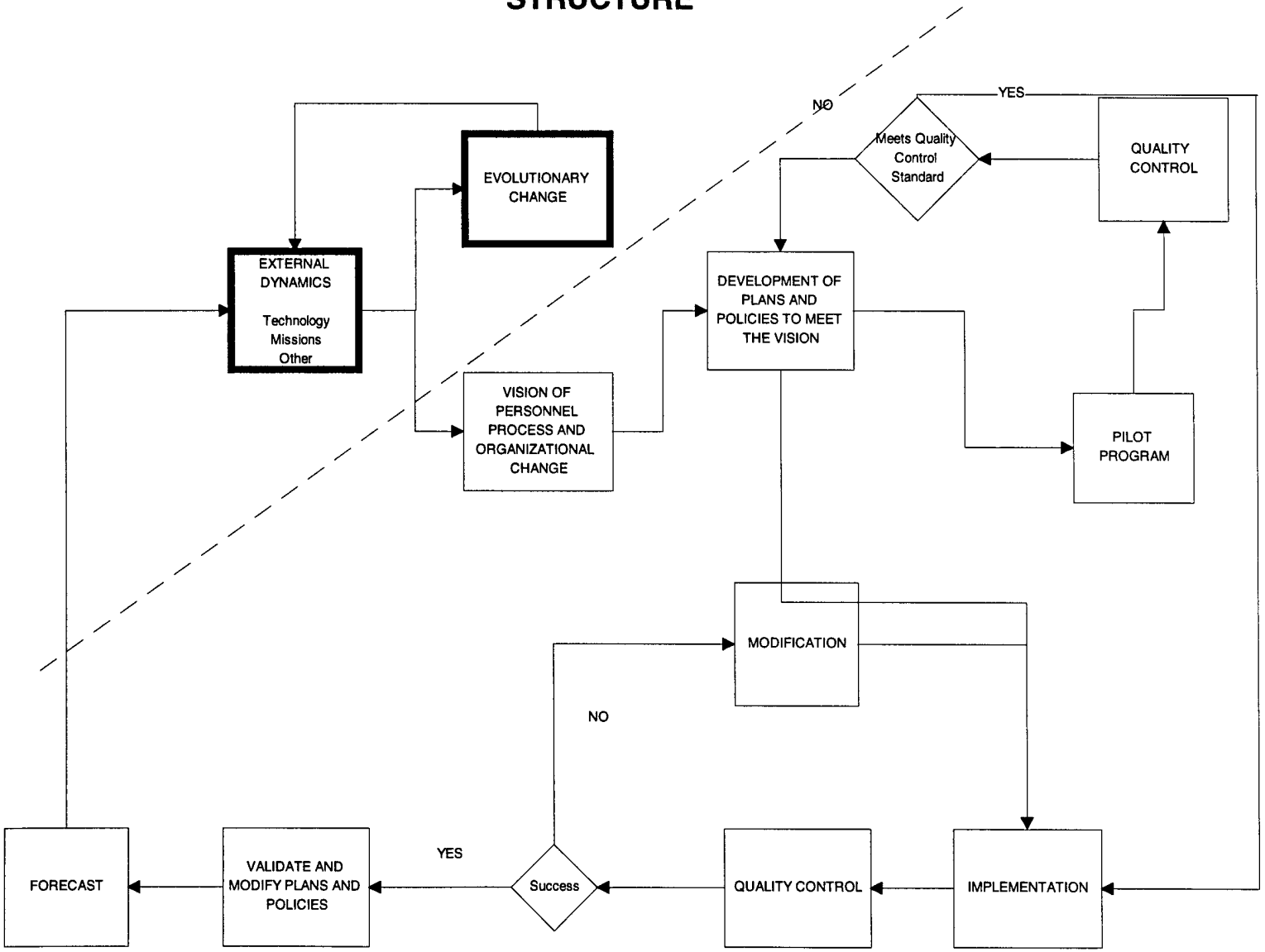
SEPARATE



Enlisted Recruit and Personnel Management

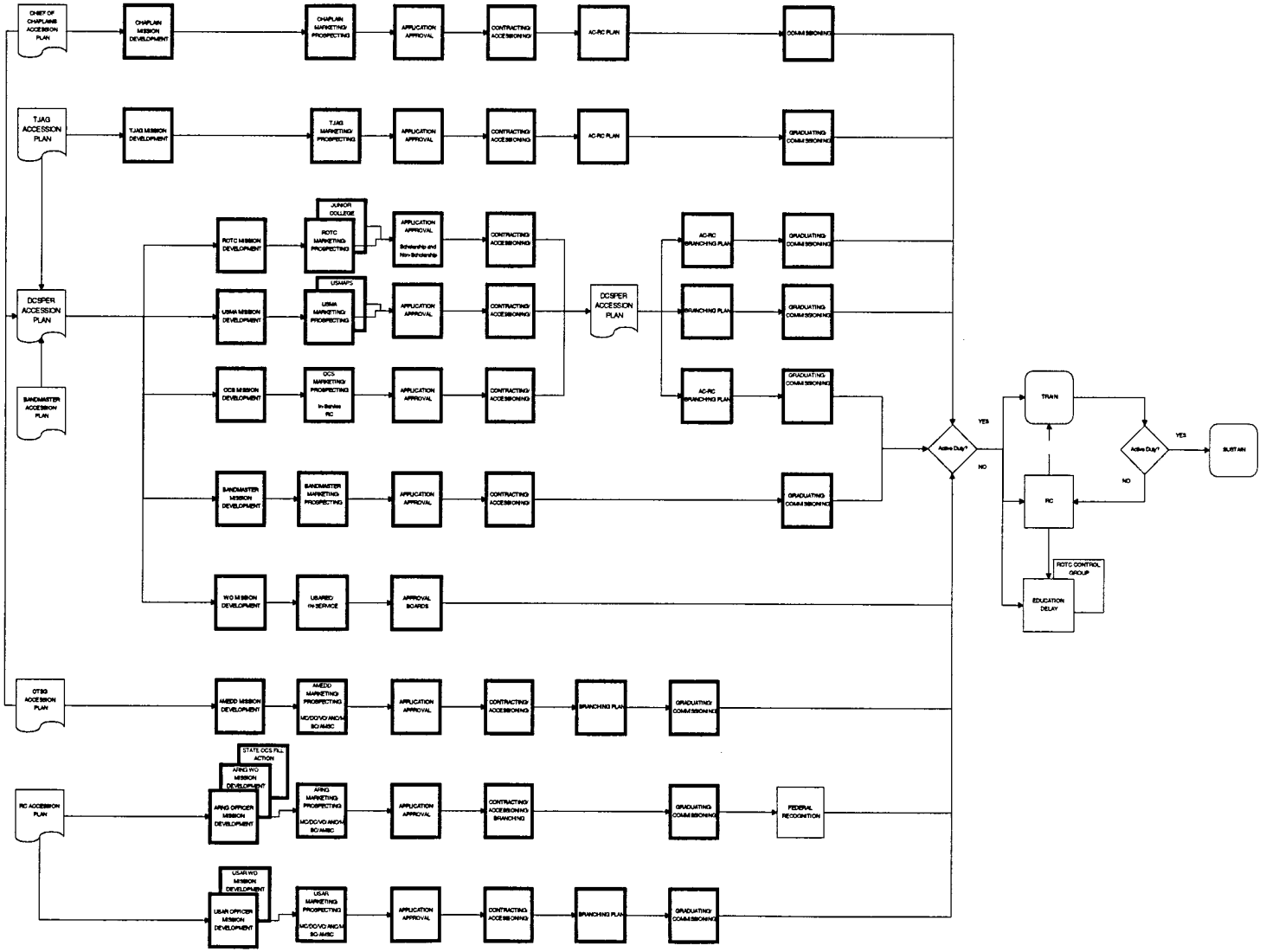
Functional Area Assessment

STRUCTURE



Functional Area Assessment

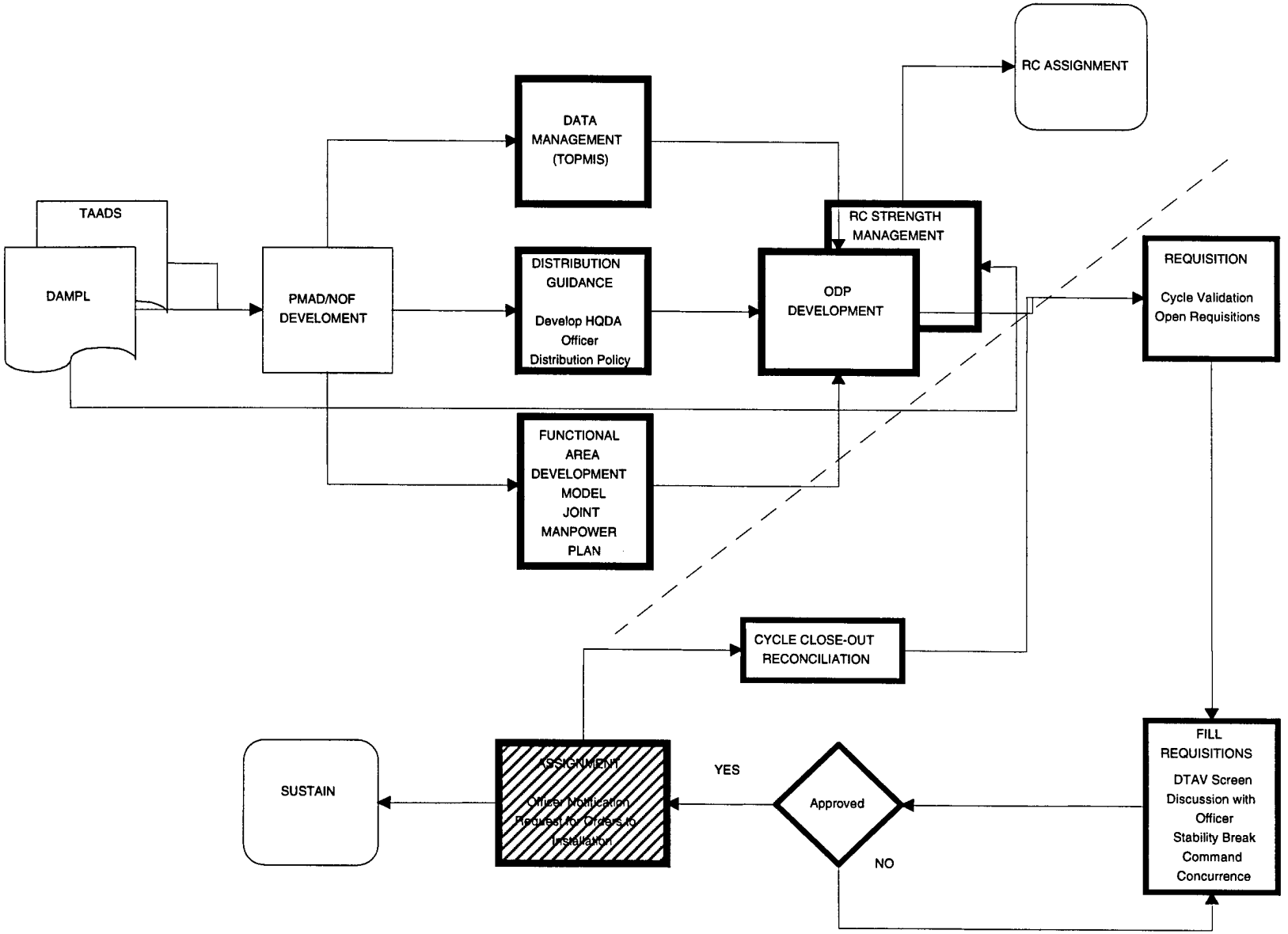
ACQUIRE



Officer Recruit and Personnel Management

Functional Area Assessment

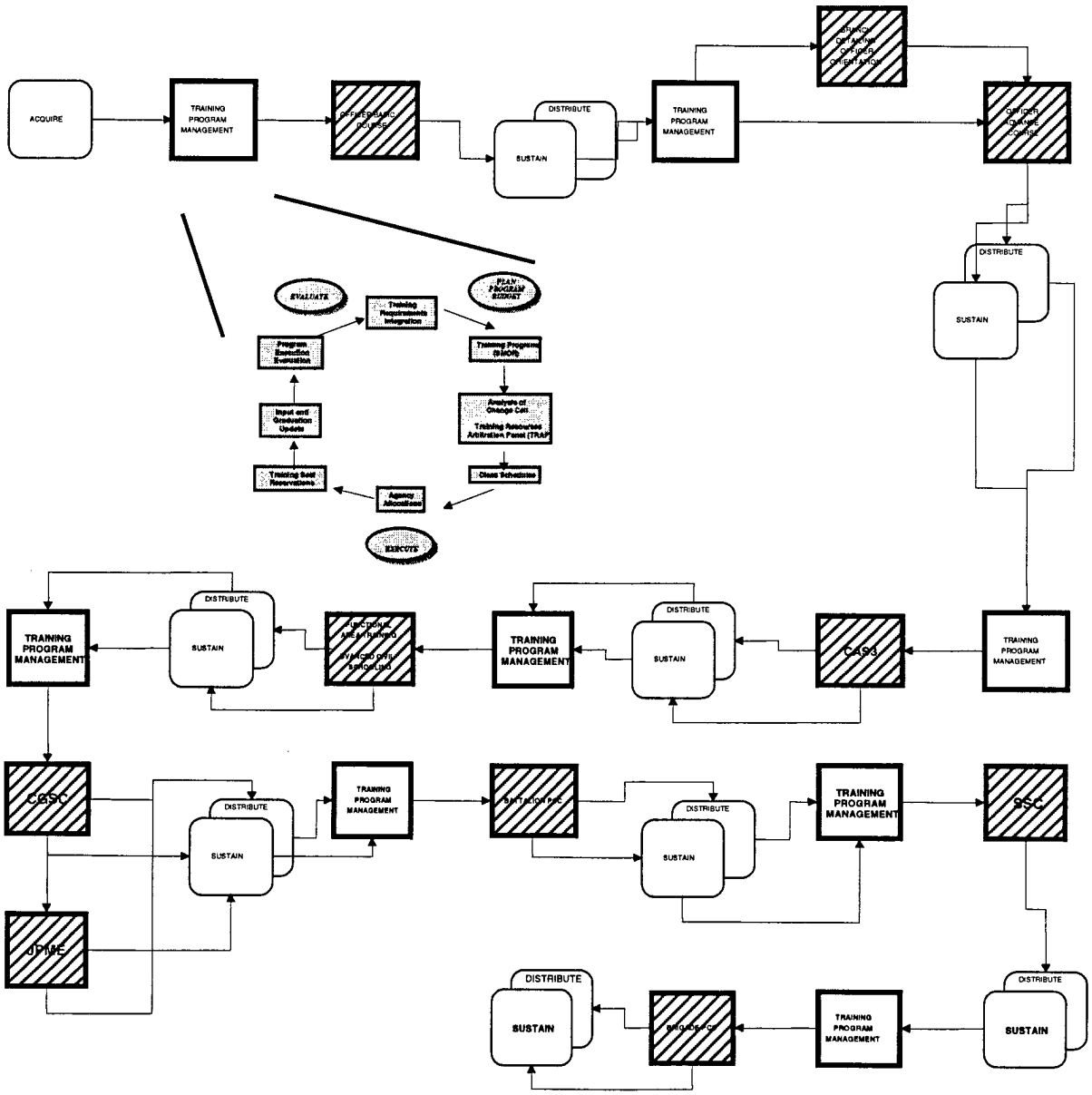
DISTRIBUTE



Officer Recruit and Personnel Management

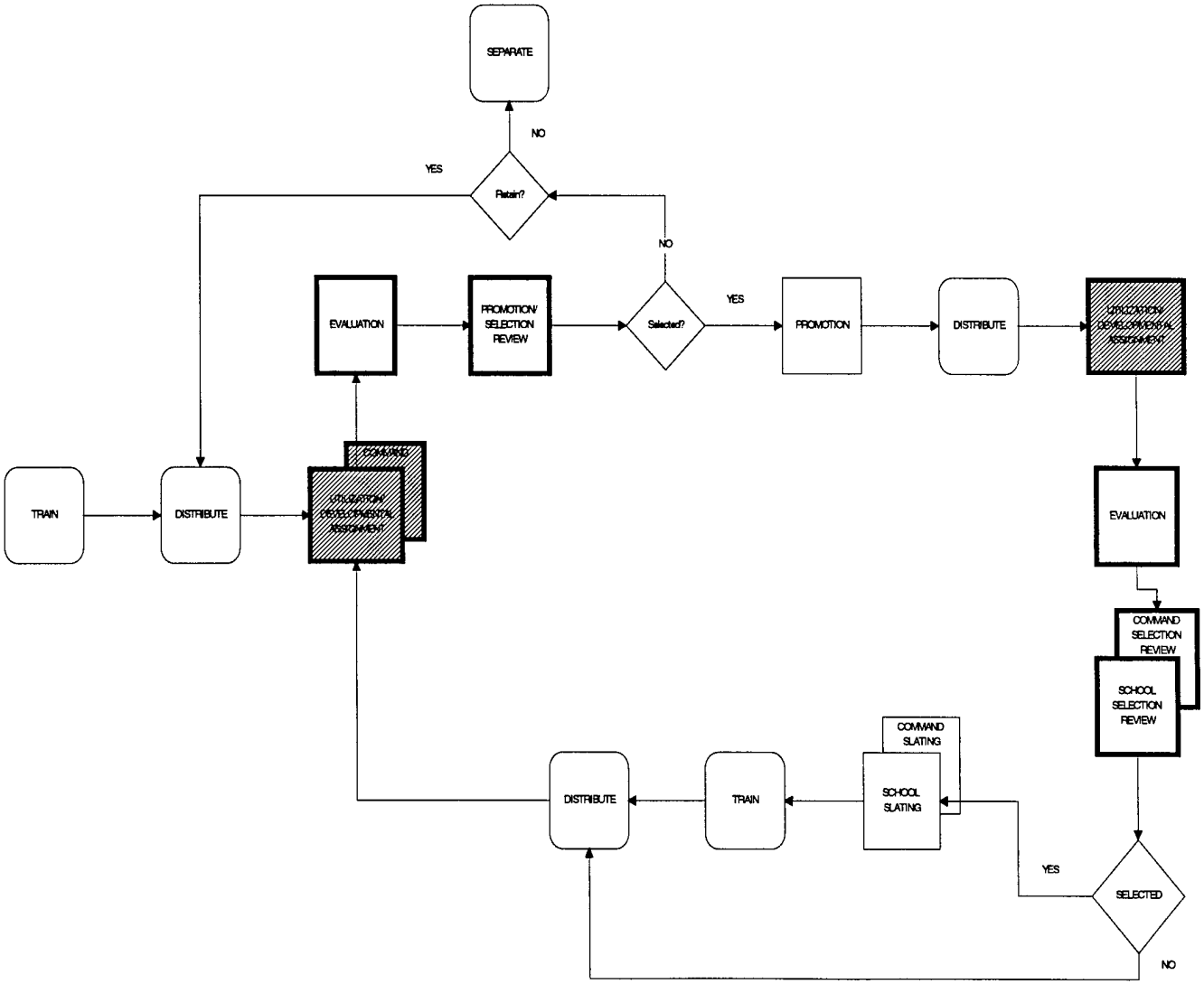
Functional Area Assessment

TRAIN



Functional Area Assessment

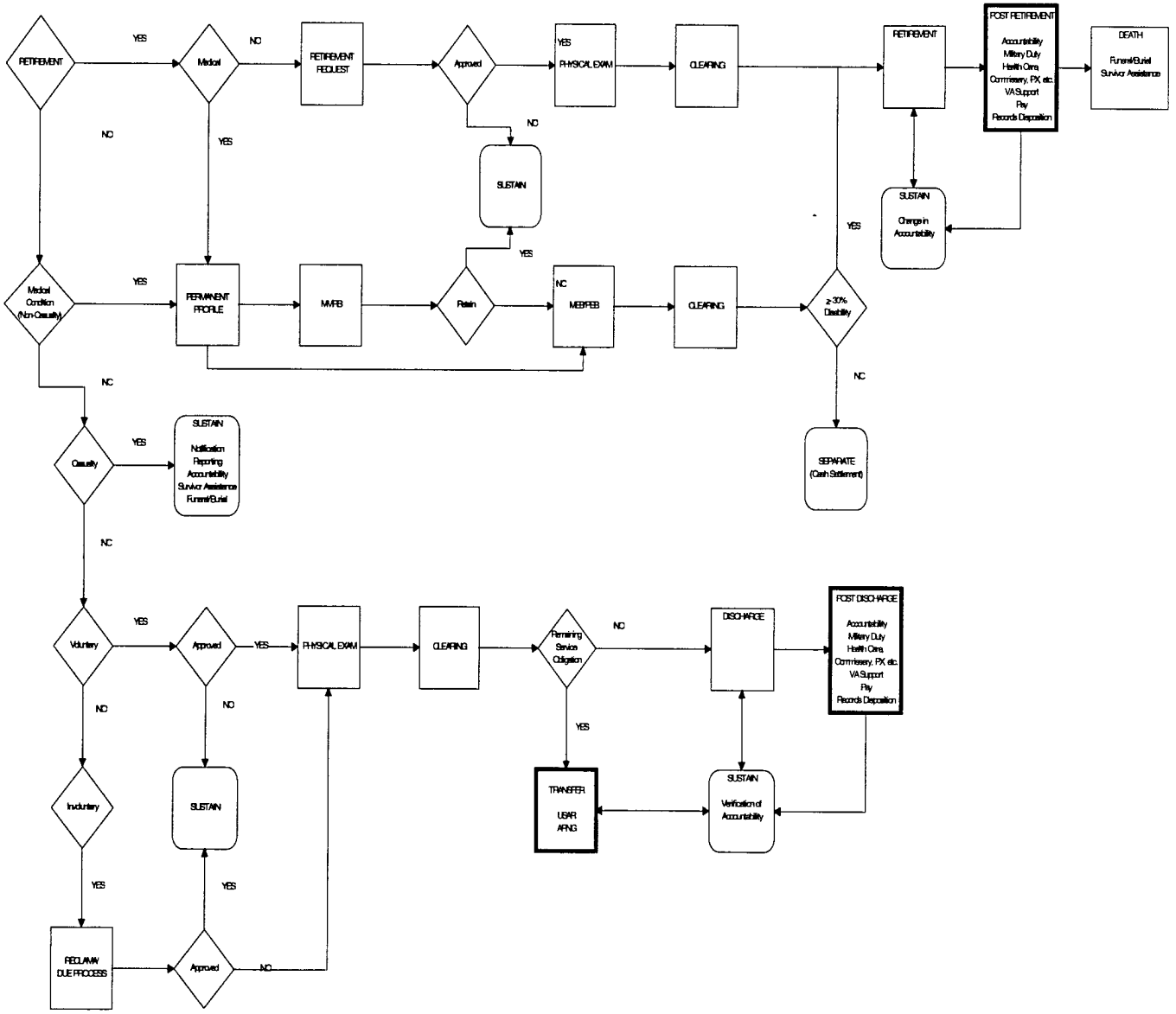
SUSTAIN



Officer Recruit and Personnel Management

Functional Area Assessment

SEPARATE



Officer Recruit and Personnel Management

RESOURCES

ACQUIRE

Officer				Enlisted				Civilian			
Off	Enl	Civ	Tot	Off	Enl	Civ	Tot	Off	Enl	Civ	Tot
27	103	25	155	878	10779	1525	13182	-	1	1089	1090

Off	Enl	Civ	Tot
905	10883	2639	14427

TRAIN

Officer				Enlisted				Civilian			
Off	Enl	Civ	Tot	Off	Enl	Civ	Tot	Off	Enl	Civ	Tot
-	-	-	-	67	470	394	931	4	13	386	403

Off	Enl	Civ	Tot
71	483	780	1334

DISTRIBUTE

Officer				Enlisted				Civilian			
Off	Enl	Civ	Tot	Off	Enl	Civ	Tot	Off	Enl	Civ	Tot
26	1	25	52	10	232	258	500	-	-	-	-

Off	Enl	Civ	Tot
36	233	283	552

SUSTAIN

Officer				Enlisted				Civilian			
Off	Enl	Civ	Tot	Off	Enl	Civ	Tot	Off	Enl	Civ	Tot
217	341	514	1072	172	2289	1002	3463	4	2	2007	2013

Off	Enl	Civ	Tot
360	2950	1794	5104

Off	Enl	Civ	Tot
103	377	918	1398

Off	Enl	Civ	Tot
856	5959	6235	13050

SEPARATE

Officer				Enlisted				Civilian			
Off	Enl	Civ	Tot	Off	Enl	Civ	Tot	Off	Enl	Civ	Tot
-	-	-	-	-	-	-	-	-	-	-	-

Off	Enl	Civ	Tot
4	158	634	796

Off	Enl	Civ	Tot
4	158	634	796

STRUCTURE

Officer				Enlisted				Civilian			
Off	Enl	Civ	Tot	Off	Enl	Civ	Tot	Off	Enl	Civ	Tot
-	-	-	-	-	-	-	-	-	-	-	-

Off	Enl	Civ	Tot
6	4	12	22

Off	Enl	Civ	Tot
6	4	12	22

GENERAL

Off	Enl	Civ	Tot
1445	2893	3147	7485

TOTAL

Off	Enl	Civ	Tot
3323	20613	13730	37666

REDESIGN OF THE INSTITUTIONAL ARMY

Information Briefing

VCSA

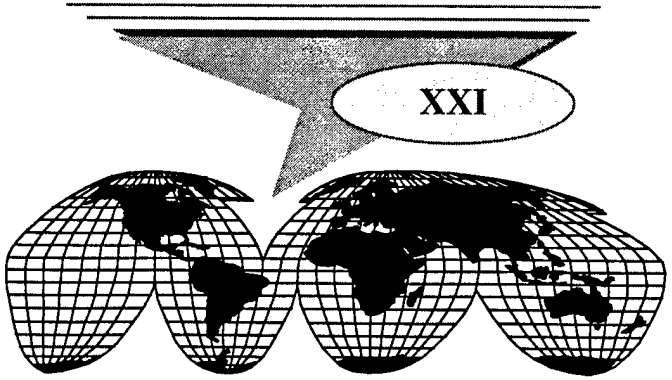
Acquire and Sustain People

December 8, 1995

FORCE XXI

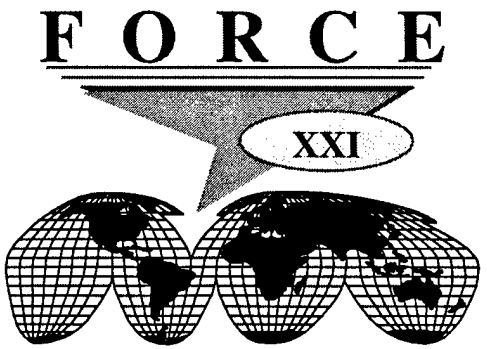
This is an Information Briefing for the VCSA to set the stage for the Personnel FAA to be conducted by the DCSPER on 20 December 1995

F O R C E



Agenda

- Introduction
- Approach
- Results
- Summary



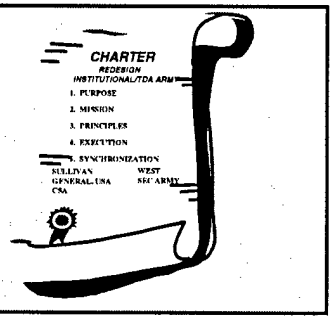
Institutional Army Redesign Charter

PURPOSE

Establish procedures and responsibilities for re-engineering and redesigning the Institutional Army to support Force XXI

MISSION

Reengineer and redesign the Institutional Army by the year 2000 to effectively and efficiently perform service Title 10 functions to support redesigned Army warfighting organizations in order to ensure a trained and ready Army, fully capable of doing its part in executing the National Military Strategy, in joint and combined operations, while maintaining timeless Army values and ethics



UMBRELLA REDESIGN INSTITUTIONAL ARCHITECTURE -- DCSOPS --

HQDA/FOA/SSA REDESIGN -- AA/DAS --

TITLE 10 FUNCTIONS; MODIFIED FAA's -- HQDA/MACOMs --

MACOM REENGINEERING

INTEGRATION BY DCSOPS/ASA (M&RA)

OBJECTIVE

REDESIGNED INSTITUTIONAL ARMY BY 2000

TITLE 10 FUNCTIONS

MACOM PROPONENTS & HQDA SPONSORS

-- PARTNERSHIP --

FORCE XXI

PHASED CAMPAIGN

I BASELINE ORGANIZATION
POM 98-03

II REVISED ORGANIZATION
BRIGADE XXI
POM 00-05

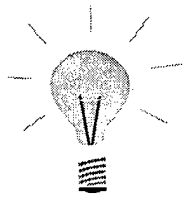
III FINAL ORGANIZATION
DIVISION XXI
POM 02-07

- **A 3 phased Operation**
- **Phases coincide with POM cycles**
- **March 96 completes Phase I**

LD

Umbrella Group Tasks

1. Coordinate and Synchronize Efforts with other Axes and Studies
2. Define, Coordinate FAA Process and Re-Engineering Briefings
   - Format and Schedules
   - *Inject Innovation and Challenging Issues*



3. Facilitate Sharing of Ideas
4. FAA: Outline the Institutional Army Design -- 21st Century

Institutional Axis FAAs

FAA Laydowns

Power Projection (FORSCOM)	☑ 25 October 95
Training/Leader Development/ Doctrine/Organize (TRADOC)	☑ 1 December 95
Information Management (DISC4)	TBD
Personnel Mgmt/Recruit (DCSPER)	20 December 95
Construct (USACE)	8 January 96
Equip/ Supply/Maintain/Service (AMC)	29 January 96
HQDA/FOA/SSA (AA/DAS)	12 February 96
Umbrella (DCSOPS)	15 February 96

Expected Outcome

- **Broad Army Focus**
- **Current, Army-Wide Process Description**
- **Alternative(s), 21st Century Processes, Et Al**
- **Linkage To:**
  - Institutional Core Competencies
  - 21st Century Operating Force
- **Underlying Assumptions/Risks**
- **Range of Options for Preliminary TDA Redesign**
  - Do Now (Early in POM 98-03)
  - Do Later (Out Years of POM 98-03)
  - Assess in Greater Detail in Phase 2
- **Issues (Program) w/Recommendations to be Resolved By**
  - VCSA
  - ACC
  - CSA/SA

Key Points of Power Projection FAA

FORSCOM

- Designate FORSCOM as Exec Agent for Mob
- Designate 15 PPPs & 12 PSPs
- Review ARNG/USAR STARC/RSC size, structure, manning, regionalizing & DIV(IT) use
- Align Deployment Units
- Use JOPES & train deploy pers
- Automate Deploy w/elect tags and other tech means
- MTMC as "common user" seaport mgr & joint container mgr
- Joint commonality of Automated Deployment Systems
- Seek support of modular force pkgs

UMBRELLA GROUP

- FORSCOM Process Owner
- Align GSUs to Power Proj Platforms
- FORSCOM/MTMC use JMATs
- MTMC subordinate to FORSCOM
- Provide common Deployment System
- FORSCOM is Army Force Provider
- FORSCOM assumes Current Ops
- FORSCOM generates Alert/Mob Order
- FORSCOM selects RC units
- RC Cdrs validate units for deployment
- RC units bypass Mob Station
- Reduce Mob Stations
- CORPS assume CONUSA mission
- Provide common TPFDD/L System

Key Points of Trng/Ldr Dev/Org/Doc FAA

TRADOC

TRAINING & LEADER DEVELOPMENT

- **TRADOC Institutional Training Command**
- **More 'different-place-same-time' training and distance learning**
- **Use 'Echo Company' for USAR Trng Bns**
- **Reduce TTHS (resident training rqmts)**
- **Privatize/Contract out ROTC mission**
- **Much smaller (Option 3)**

DEVELOP REQUIREMENTS

- **TRADOC Requirements Process Owner**
- **TRADOC designs and HQDA documents force**
- **Annual TAA**
- **Align all Army CD activities into TRADOC**
- **Battle Labs process to CBRS**
- **Out-of-the-box option by March**
- ***TRADOC Battle Labs ensure interface with JROC***

DEVELOP DOCTRINE

- **TRADOC Joint Doctrine Process POC**
- **TRADOC Army Doctrine Process Own**
- **Publish Doctrine "On-line" BBS**
- **AWC &USMA develop selected doctrine**
- **DA Pam 100-XX rolled into TC 525-5**
- **TRADOC will Develop TDA Doctrine**

UMBRELLA GROUP

TRAINING & LEADER DEVELOPMENT

- **TRADOC Ident & Dev Leaders Process Owner**
- **TRADOC Acq & Sus People Process Owner**
- **Move DAMO-TR & DAPE-HR-L to TRADOC**
- **Improved RC Officer Leader Development**
- **Reduce Resident Training Rqmts**
- **Use RC for ROTC mission**
- **Reduce number of schools**

DEVELOP REQUIREMENTS

- **HQDA Requirements Process Owner**
- **TRADOC Force Development Owner**
- **TRADOC DOC/CD Merged**
- **TAA; SACS; TAADS "On-line" WWW**
- **Move DAMO-FD(-) to TRADOC**
- **Battle Labs process to CBRS**
- ***Tie JWCA to Force Development***

DEVELOP DOCTRINE

- **HQDA Joint Doctrine Process POC**
- **HQDA Army Doctrine Process Own**
- **Publish Doctrine "On-line" BBS**
- **Move all Army TTP to TRADOC**
- ***Embed Army Doctrine in JROC/JWCA***
- ***Reengineer Joint Doctrine Development***

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F O R C E XXI

Reengineering
(Starting Over)

What it is: "The fundamental rethinking and radical *redesign of processes* to achieve *dramatic improvements* in critical, *contemporary measures of performance* such as cost, quality, service and speed."

Institutional Army Axis Hypothesis

Fundamental "Reengineering" Hypothesis

- If we understand the Institutional Army's **core competencies** and related **processes** and the insights derived from Joint Venture we can use information age technology and management practices for **reengineering** the processes to **deduce an organization** which produces a **better product**

Core to the Army

	COMPETENCY	*CAPABILITY*
THE ARMY (Being worked by LAM & Joint Venture)	• Prompt and Sustained Operations on Land	• Compel • Deter • Reassure • Support
OPERATING FORCES	• Decisive Victory, as the Land Component of the Combatant Commander's Joint/Multinational Force	• Dominate Maneuver • Conduct Precision Strikes • Win the Information War • Protect the Force • Project and Sustain
INSTITUTIONAL ARMY (Approved by July 1995 ACC)	• Organize, Train, Equip, Provide and Sustain the Land Component of the Combatant Commander's Joint/Multinational Force	• Direct, Acquire and Resource the Force • Develop the Force • Generate and Project the Force • Sustain the Force

Institutional Army Core Processes

Plan, Provide Direction; Obtain & Allocate Resources

Develop Requirements

Identify & Develop Leaders

Develop Doctrine

✓ ***Acquire & Sustain People***

Acquire, Maintain & Sustain Equipment

Support Organizational Training

Tailor, Mobilize & Project Land Power

Manage Information

Acquire and Sustain Facilities

Manage Installations

Maintain & Sustain Land Operations

Institutional Axis "Measures"

Measures of Effectiveness

These are *external* measures of the process *product* from the *customer's perspective.*
What satisfies the customer? Note: if you're part of the process, you are *not* a customer

- time?
- reliability?
- user friendly?
- cost?

Measures of Efficiency

These are *internal* measures of the *process* from the *process owner's perspective.*
What is the most efficient way to generate a satisfactory product?

- time?
- cost?
- service?
- quality?

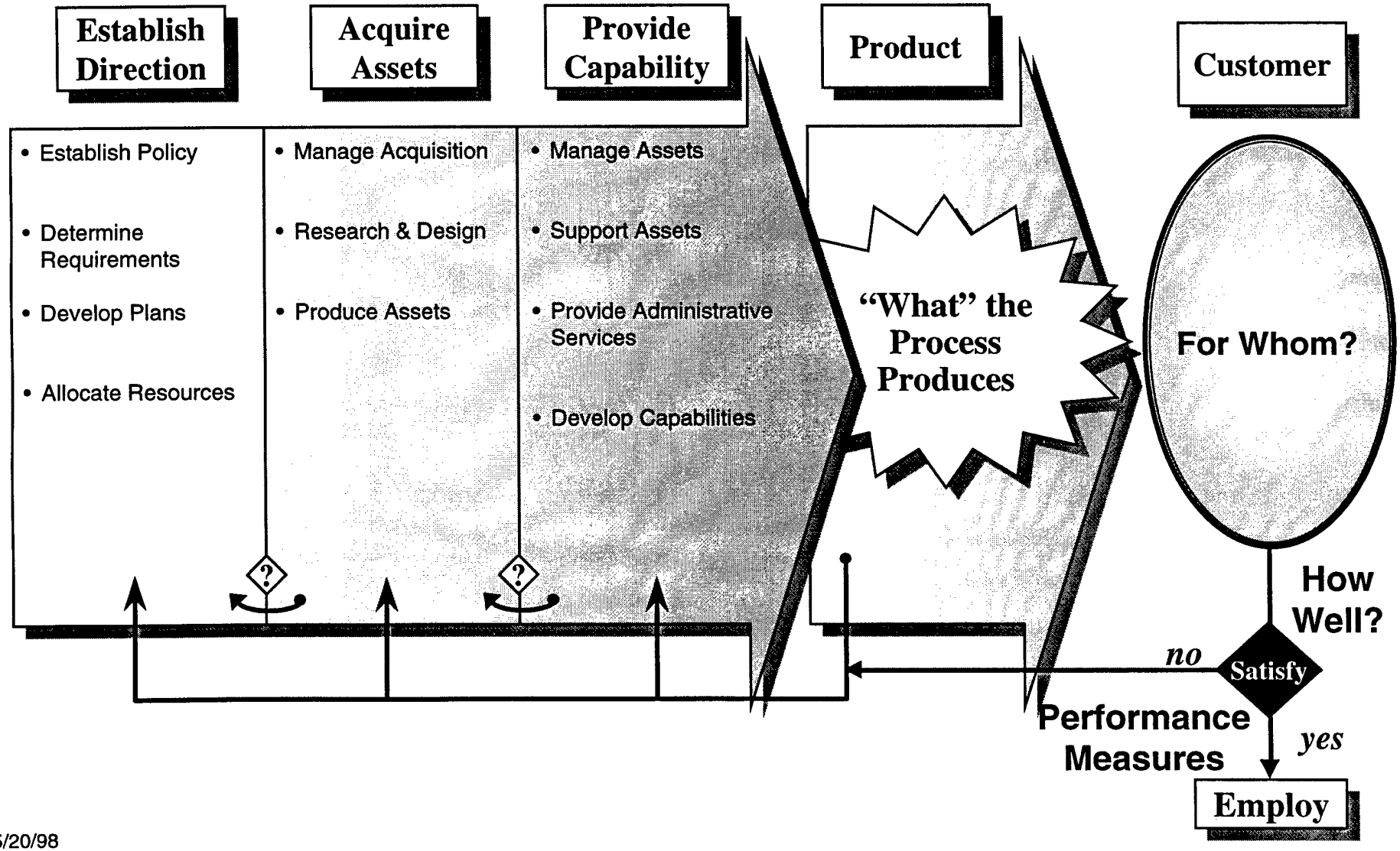
Measures of Performance

These are standards or criteria which establish acceptability of effectiveness or efficiency:

- time - not later than *date*
- reliability - probability of failure is *X*?
- user friendly - self instructional manual

Process: The Approach

DoD Enterprise Model



Capstone Perspective

- **In the 21st Century:**
  - Headquarters, DA performs exclusively the strategic planning, programming, budgeting and integrating functions.
  - The Execution of all operational functions will be performed exclusively by Army MACOMs

- **In Business Process Reengineering:**
  - Core processes have a single process owner
  - Processes are designed to minimize the number of hand-offs;
  - Processes are designed to reduce redundancies;
  - Processes become increasingly cross functional.
  - The focus of the process is **"Customer Satisfaction."**

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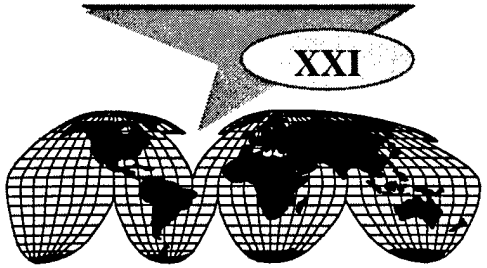
F O R C E



Personnel FAA

"Acquire and Sustain People" Process

Acquire and Sustain People

Assumptions:

- "Quality People" remains an imperative
- Army Staff and Commanders represent the Secretary of the Army
- The Army will continue to be comprised of:

  Active and Reserve Military and Civilians
- "Quality" is a universally, uniformly applied standard

Title 10 U.S. Code

Paragraph 3013(b) - Secretary of Army is responsible for . . . the following functions:

- Recruiting
- Organizing
- Supplying
- Equipping (including research and development)
- Training
- Servicing
- Mobilizing
- Demobilizing
- Administering (including the morale and welfare of personnel)
- Maintaining
- The construction, outfitting, and repair of military equipment
- The construction, maintenance, and repair of buildings, structures, and utilities and the acquisition of real property and interests in real property necessary to carry out the responsibilities specified in this section.

"The Secretary of the Army is also responsible. . . for"

- Functioning and efficiency of the Department of the Army
- Formulating policies and programs by the Department of the Army
- Effective and timely implementation of policy, program, and budget decisions and instructions by the President or the SECDEF
- Carrying out the functions. . . to fulfill. . . current and future operational requirements of the unified Combatant Commands
- Effective cooperation and coordination between DA, other military departments and agencies of DoD to provide more effective, efficient, and economical administration
- Presentation and justification of the positions of DA on plans, programs, and policies of DoD
- Effective supervision and control of the intelligence activities of DA

Title 10 U.S. Code *(continued)*

Paragraph 3014 - "The Office of the Secretary of the Army shall have sole responsibility within the Office of the Secretary and the Army Staff for the following functions:

- Acquisition
- Auditing
- Comptroller (including financial management)
- Information Management
- Inspector General
- Legislative Affairs
- Public Affairs

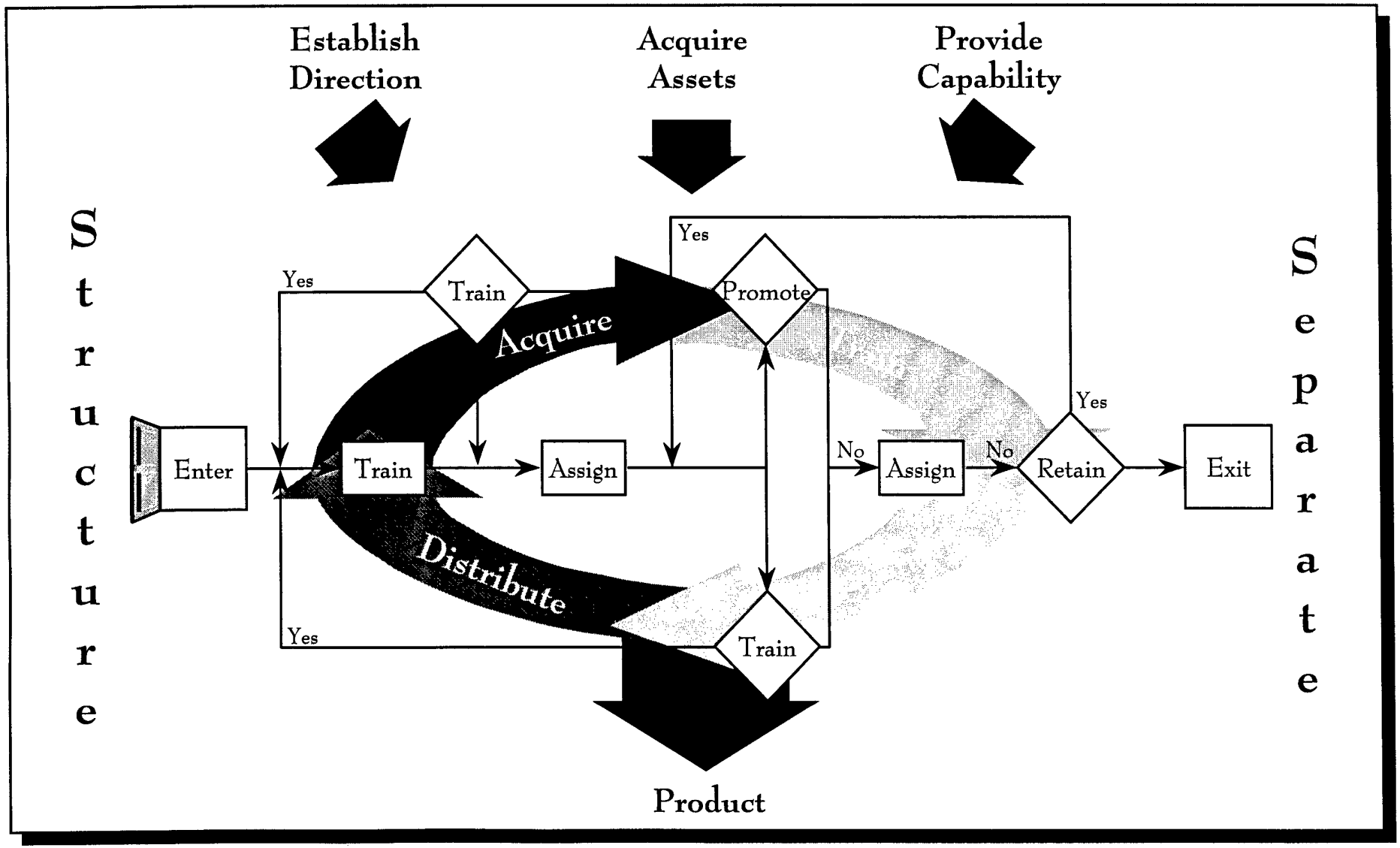
"The Secretary of the Army shall establish or designate a single office or other entity within the Office of the Secretary to conduct each function specified [above]. No office or other entity may be established or designated within the Army Staff to conduct any of the functions specified [above].

Investment

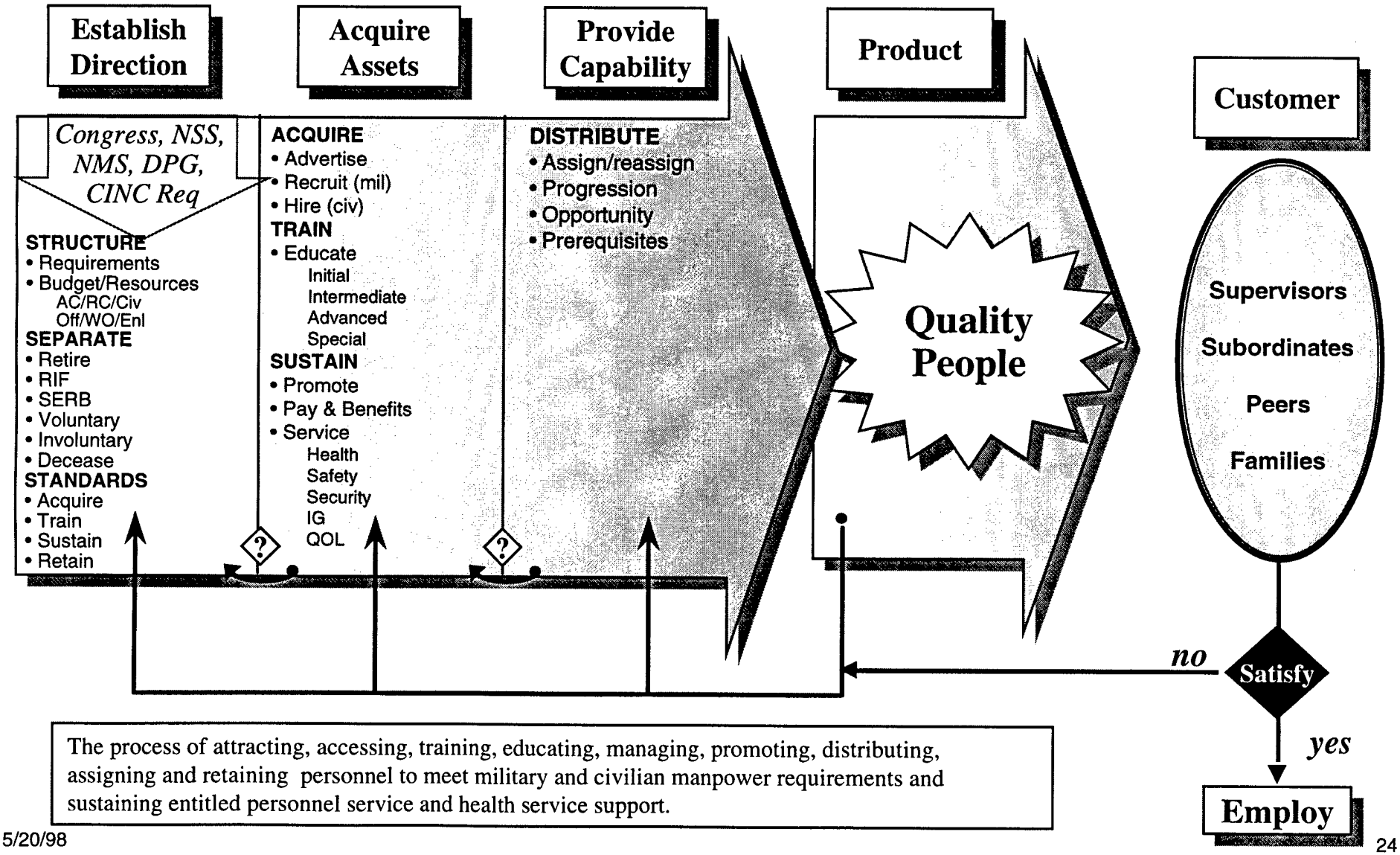
FY96 MDEP

	AC MPR	ARNG MPR	USAR MPR	CIV MPR	Total MPR	$$$$ *(in billions)*
Mob/Deploy	1975		47710	11161	60846	1.3
Training	30020		122	10978	41120	3.1
Doctrine	1454			1472	2926	0.1
Personnel	75162	17193	25923	10666	128944	26.3
Construct	368			23610	23978	4.8
Equip	5390		88	32889	38367	11.5
Service	15328			26470	41798	2.7
Supply/Maint	1916			59811	61727	2.5
HQ	9461		1259	12474	23194	0.7
Intelligence	6320			2959	9279	0.4
Joint/Def	9062			3407	12469	0.09
Medical Army	142		6804	572	7518	0.03
Medical	22293			21797	44090	0.1
SOF	15449		7779	1231	24459	0.05
Miscellaneous	15547	220	17186	8931	41884	1.4
TOE	285115	368587	123129	1823	778654	1.6
Total	495,002	386,000	230,000	230,251	1,341,253	56.6

Acquire and Sustain People: The Life Cycle

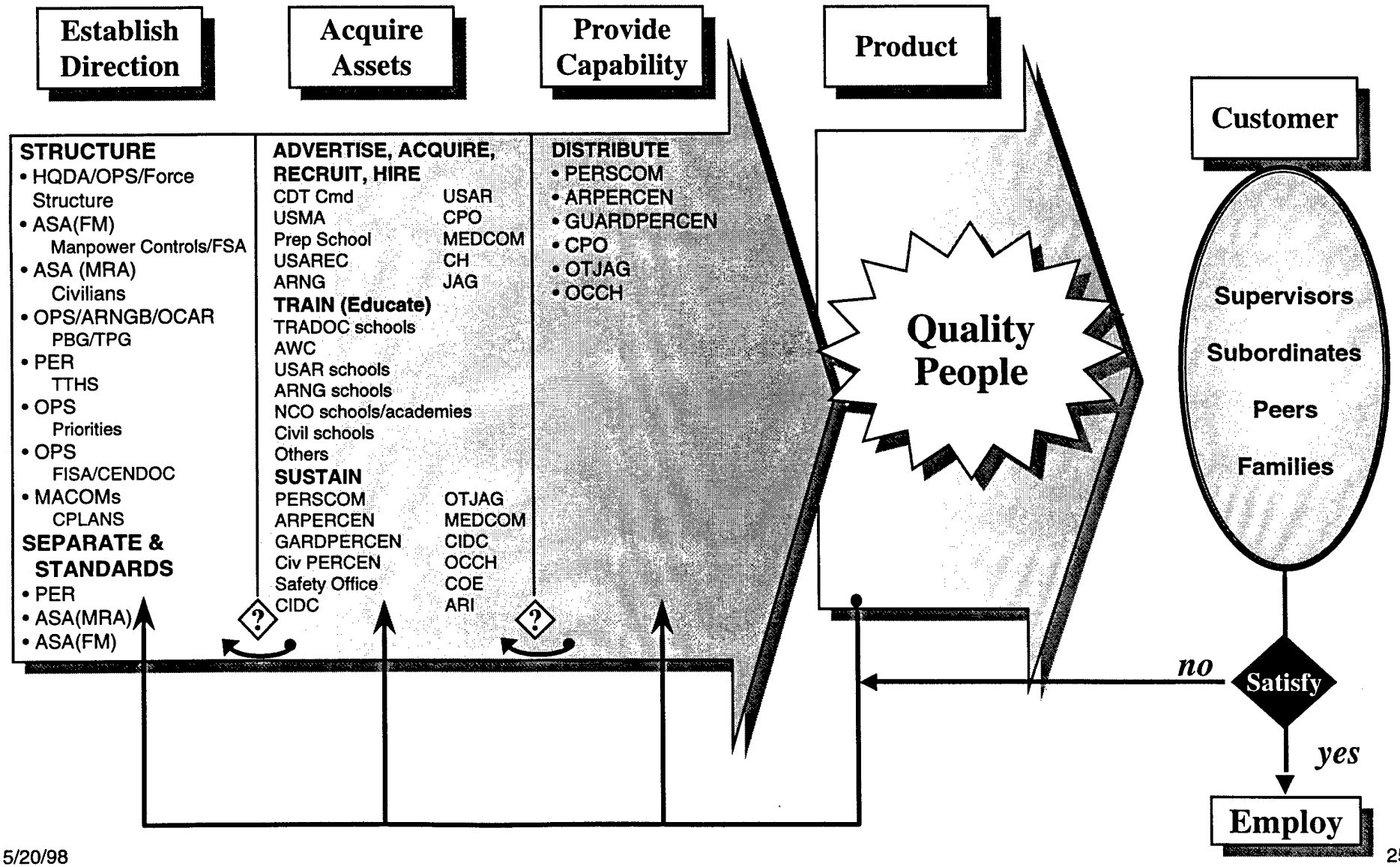


Acquire and Sustain People: The Process



The process of attracting, accessing, training, educating, managing, promoting, distributing, assigning and retaining personnel to meet military and civilian manpower requirements and sustaining entitled personnel service and health service support.

Acquire and Sustain People: The Organizations



Acquire and Sustain People

Establish Direction

PROCESS	*ORGANIZATIONS*
STRUCTURE • Requirements • Budget/Resources AC/RC/Civ Off/WO/Enl	**STRUCTURE** • HQDA/OPS/Force Structure • ASA(FM) Manpower Controls/FSA • ASA (MRA) Civilians • OPS/ARNGB/OCAR PBG/TPG • PER TTHS • OPS Priorities • OPS FISA/CENDOC • MACOMs CPLANS
SEPARATE • Retire • RIF • SERB • Voluntary • Involuntary • Decease	**SEPARATE & STANDARDS** • PER • ASA(MRA) • ASA(FM)
STANDARDS • Acquire • Train • Sustain • Retain	

"as is"

- Army force structure establishes the number of positions necessary to do the work required of the Army IAW:

Statute	DPG
NSS	CINCs Req
NMS	Army Doctrine, Culture, Tradition

- The Army budget and programming processes determine how many people will be employed to fill required billets. Those billets then are the authorized subset of requirements.
- The length of time a person is employed by the Army is a combination of
  - Statute
  - Policy
  - Budget exigency/Policy exceptions
  - Individual preference
  - Death
- Closed system. Little opportunity to move: across components; across identities (particularly military/civilian)

Acquire and Sustain People

Acquire Asset

PROCESS	*ORGANIZATIONS*	
ACQUIRE	**ADVERTISE, ACQUIRE, RECRUIT, HIRE**	
• Advertise	CDT Cmd	USAR
• Recruit (mil)	USMA	CPO
• Hire (civ)	USAREC	CH
TRAIN	ARNG	JAG
• Educate	**TRAIN (Educate)**	
Initial	TRADOC schools	
Intermediate	AWC	
Advanced	USAR schools	
Special	ARNG schools	
SUSTAIN	NCO schools/academies	
• Promote	Civil schools	
• Pay & Benefits	Others	
• Service	**SUSTAIN**	
Health	PERSCOM	OTJAG
Safety	ARPERCEN	MEDCOM
Security	GARDPERCEN	CIDC
IG	Civ PERCEN	OCCH
QOL	Safety Office	COE
	CIDC	ARI

"as is"

Acquire

- The Army acquires people in numbers by: identity (Officer, WO, enlisted, civilian); component (AC/NG/AR) as stipulated in its budget; and quality as established in relevant policies, e.g., grade standards, and priorities.
- Commands acquire active military by requisitioning them in the numbers authorized (PBG, TAADs, PMAD)
  - civilians are acquired based upon available funds
  - reservists are acquired locally based on NG/AR troop programs guidance consistent with the budgeted end strength
- Higher grade people are acquired by promotion and requisition.

Trained

- People are trained by a variety of internal Army (TRADOC, SSC, JAG, CH, special -- IG, FM, RM) and external (civilian, universities) programs.

Sustained

- People are sustained in the Army by:
  - an upward mobility program of promotions
  - competitive pay and benefits (vacation, holidays, health care, employee advocate/IG)
  - comprehensive services package (good work environment, physically safe, secure, child care, commissary, exchange, postal, religious support, legal support)
  - for military, provisions for adequate housing

Acquire and Sustain People

Provide Capability

PROCESS	*ORGANIZATIONS*
DISTRIBUTE • Assign/reassign • Progression • Opportunity • Prerequisites	**DISTRIBUTE** • PERSCOM • ARPERCEN • GUARDPERCEN • CPO • OTJAG • OCCH

"as is"

- Capability is provided
  - to people by:
    - assigning them to positions to perform tasks in which they are qualified
    - maintaining a sequence of opportunities for success
    - ensuring assignments are progressive, challenging, rewarding
    - integrating opportunities to gain requisite qualifications for progression -- education, type assignments (JT, teaching, etc.)
  - to organizations by:
    - authorizing, hiring and/or assigning people with the requisite qualifications
    - acquiring a work force sufficient to the organization's tasks

What's Wrong with the Current Process?

Customers

- Manpower requirements exceed personnel assets/resources
- Inconsistent quality
- High active military turn over rate (20%)
- Unstable/high turn over
- Inexperience

Process Owners

- Too many process owners -- DCSPER, CAR, DARNG, TJAG, CCH . . .
- Too many handoffs -- USAREC, MEDCOM, TRADOC, PERSCOM, FORSCOM, TRADOC . . .
- Too many gates -- command, school, joint, branch, reserve . . .
- Closed system
- Too much overhead (TTHS)

Acquire and Sustain People: The "Processes"

The Army has:

- At least six separate personnel management systems
  - Active military
  - ARNG (+)
  - USAR
  - Chaplain
  - Judge Advocate General
  - Civilian
- Many special interest offices
  - HQDA
    - OPS (FAO)
    - SARD (Acq Corps)
    - INT (Int MOS)
    - IG
    - LOG (Log MOS)
  - TRADOC (ORSA)
  - MEDCOM
  - JT/DF
  - SOF
  - Civ Career Field Proponents

Judge Advocate Generals Corp (JAG)

Functional Areas
- Administrative
- Civil Law (including legal assistance)
- Military Justice
- International/Operational Law
- Contract/Fiscal Law

Life Cycle
- √ Acquire
- √ Train
- √ Structure
- √ Distribute
- √ Sustain
- • Separate

Sources

Officers
- Law Schools (direct commission)
- Private Sector (direct commission)
- Scholarships (in-service & direct commission)

Enlisted
- In-service Training

Specialties

Officers	JAG	55 A - B
WOs	Legal Admin	550 A
Enlisted	Legal Specialists	71 D

Population

	TDA	TOE	Totals
Officers	1418	2650	4068
WOs	60		60
Enlisted	847	3169	4016

Chaplain

Functional Areas
Religious Services
Family Life Ministry

Life Cycle
√ Acquire
√ Train
√ Structure
√ Distribute
√ Sustain
• Separate

Sources

Officer
Seminary (direct commission)
Private Sector (direct commission)

Enlisted
All Sources (non-denominational)

Specialties

Officer	Chaplain	56 A, D
Enlisted	Chaplain Asst	71M

Population

	TDA	TOE	Totals
Officers	712	2475	3187
Enlisted	731	2467	3198

Personnel Services

Spiritual Welfare is a command responsibility (Explicit Title 10)	**BUT**	Religion is not an Army core competency
Compliance with relevant statues/agreements is a command responsibility (Explicit Title 10)	**BUT**	Law in not an Army core competency
Crime prevention is a command responsibility (Implicit Title 10)	**BUT**	Law enforcement and criminal investigation is not an Army core competency

Acquire and Sustain People

	Measure	Standard
Customer	**Effectiveness** *Establish Direction* • Affordable Requirements • Separation	**Performance** • Assigned = Required (gross) • "Quality" people; TTHS; turbulence; MPA account
	Acquire Assets • Accession/Retention • Requisition fill • Education level	• Annual turnover (x%) • Assigned = Required (grade/skill -- no ODP) • Consistent job performance competency
	Provide Capability • Stability • Quality	• Tour lengths; # short/ unaccompanied tours • Select; qualified; satisfied; experience circumspect
Process Owner	**Efficiency** Minimum use of resources • Minimize process hand-offs –Eliminate redundancies	**Performance** • Time • Dollars • Manpower • Facilities

Acquire and Sustain People

Establish Direction

PROCESS	*ORGANIZATIONS*
STRUCTURE IAW, NSS, NMS, DPG provide: land force strategy, doctrine (operating force), policies (institution) Provide personnel resource guidance: • numbers by identity and component • priorities Constrain Structure to resources, iaw priorities and standards **SEPARATE** Process unchanged **STANDARDS** Retention standard changed, lengthened	**STRUCTURE** • Director Requirements (A-8) • ASA(MRA) • DCSPER • Force Development Command **SEPARATE & STANDARDS** • Organization unchanged

"to be"

- Structure
  - all manpower requirements developed by one command -- Force Development Command (process proponent)
  - HQDA (process owner) allocates resources/defines the limits (personnel) within which the Army must be structured, and priorities
  - HQDA establishes quality standards for all accessions
  - FD command develops/recommends "affordable requirements" within priorities; HQDA approves.
- Separate
  - current process unduly burdens Acquire Assets sub-process
  - personnel retained longer -- age 62 max
  - personnel migrate across identities; separate as "prior Army service" not prior AC, RC or Civilian.
- Impact
  - reduced TTHS
  - reduced turbulence; enhanced cohesion
  - enhanced reserve forces
  - reduced retirement investment
  - expanded experience opportunities, e.g., command, JT, school

Acquire and Sustain People

Acquire Assets

PROCESS	*ORGANIZATIONS*
ACQUIRE	**The Army University**
TRAIN	**ADVERTISE, ACQUIRE, RECRUIT, HIRE** • Director of Admissions
SUSTAIN	**TRAIN (Educate)** • Dean of Core and Advanced Studies • Core Colleges/Battle Labs
unchanged	**SUSTAIN** • Vice Presidents for Placement and Services

"to be"

- Acquire
  - acquire fewer, retain longer
  - all acquired by one command; same command that defined requirements -- Force Development Command
  - other commands/agencies "acquire" people by requisitioning from Force Development Command "Placement Center" (PERSCOM, all components, all identities)
- Train
  - all individual training responsibility of one command -- Force Development Command
  - three individual training hubs: tactical; operational; strategic
    - tactical = 6 battle labs focus; branches are electives
    - operational = joint/defense focus
    - strategic = multinational focus
- Sustain
  - upward mobility program managed by "Placement Center"
  - pay, benefits, safety, awards and decorations, mail, casualities and other services assumed by University "Services Center"
  - Total Army Quality, including inspection assistance, investigation (waste/fraud/abuse), security and audits under Office of the University Provost.

Acquire and Sustain People

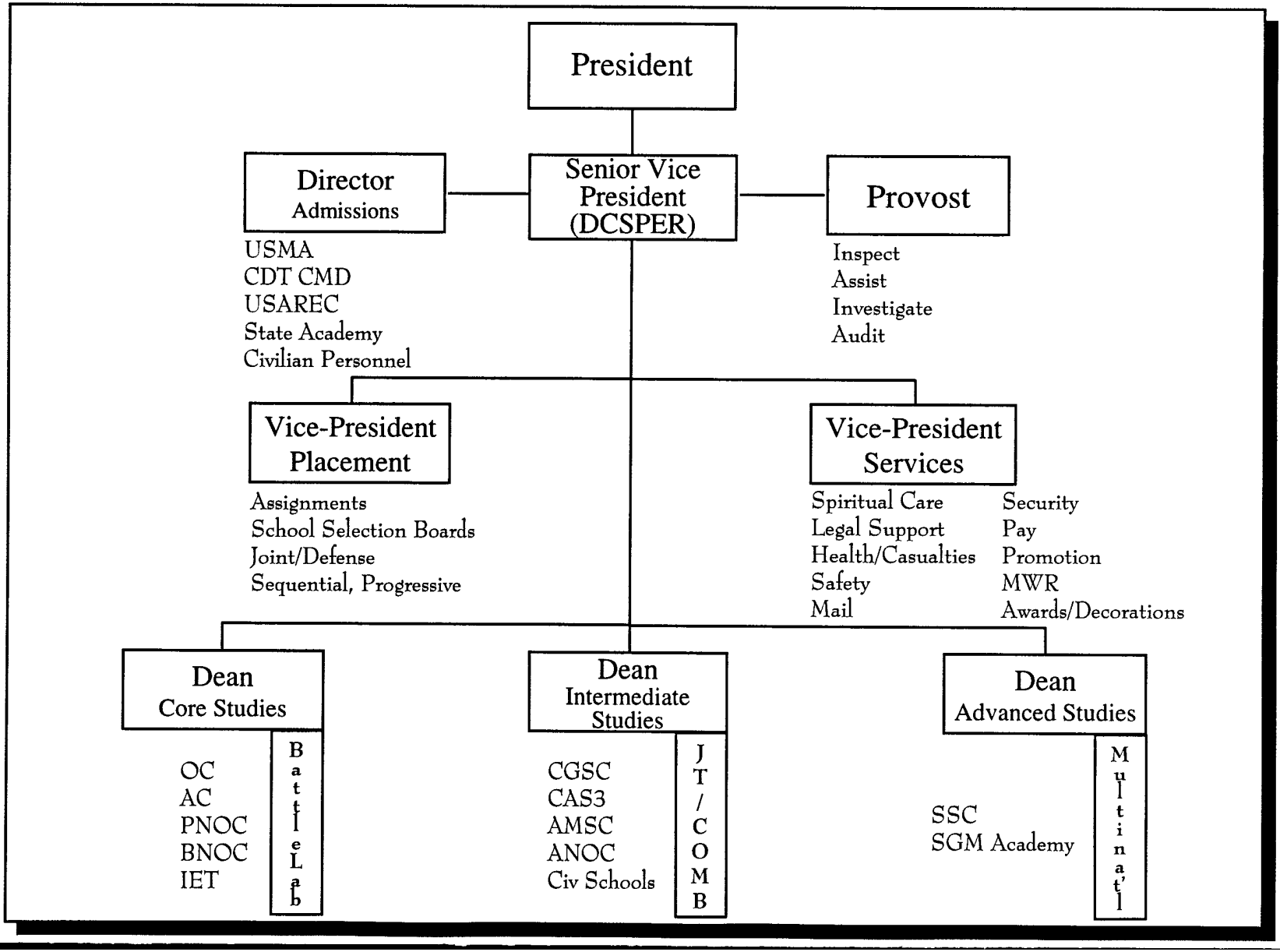
Provide Capability

PROCESS	*ORGANIZATIONS*
DISTRIBUTE process consolidated	**DISTRIBUTE** The Army University Vice President for Placement

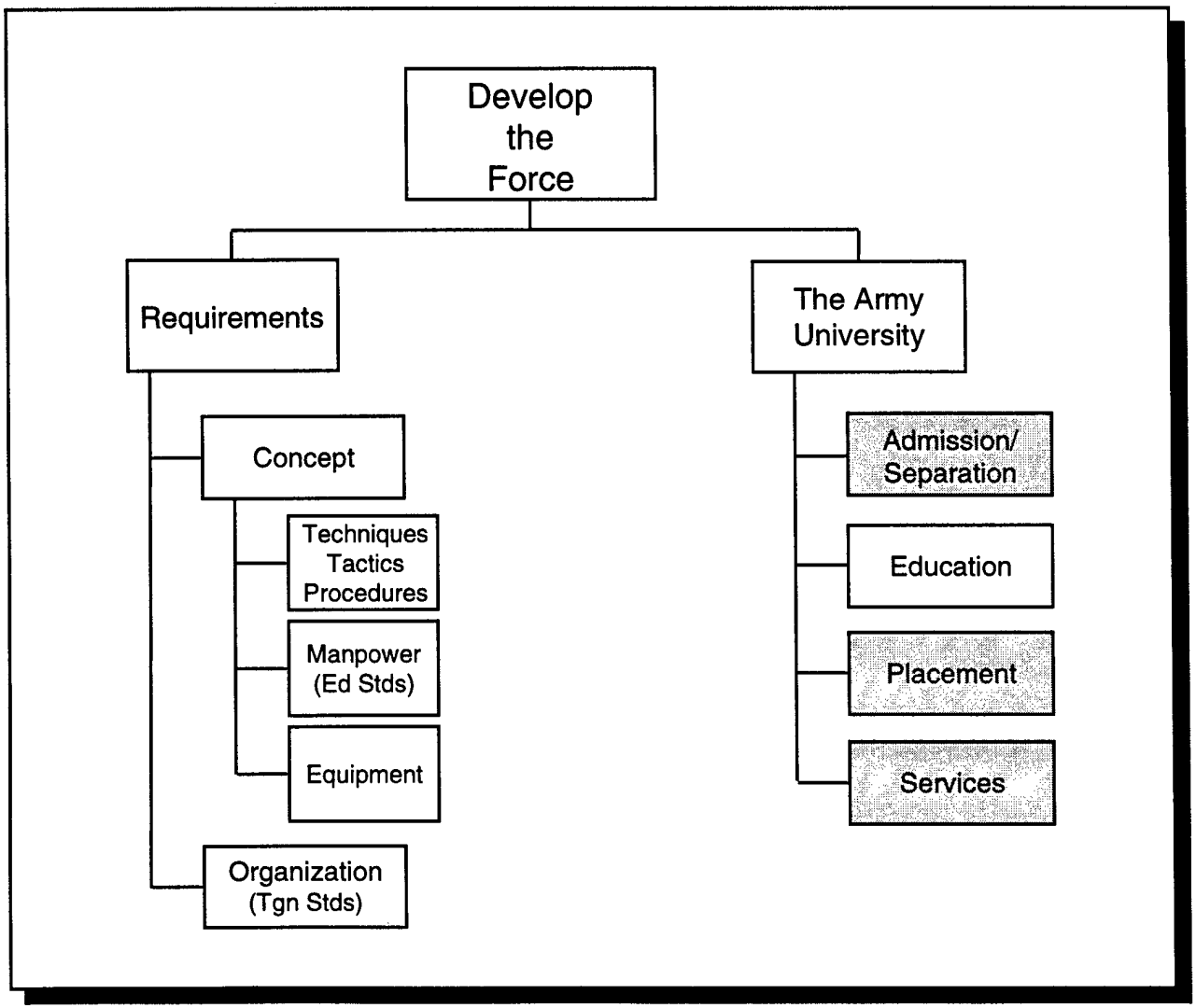
"to be"

- Maximize tour lengths
- Minimize turbulence
  - frequency and duration of short tours
  - frequency and duration of unaccompanied tours
- Optimize stability
  - encourage local upward mobility
  - discourage local lateral mobility
- Quality people
  - select people: "quality" criteria for selection
  - qualified people: trained to tasks
  - satisfied people: quality of life, benefits
  - experienced people: retain the best longer
  - circumspect people: active/reserve/civilian/interactive system

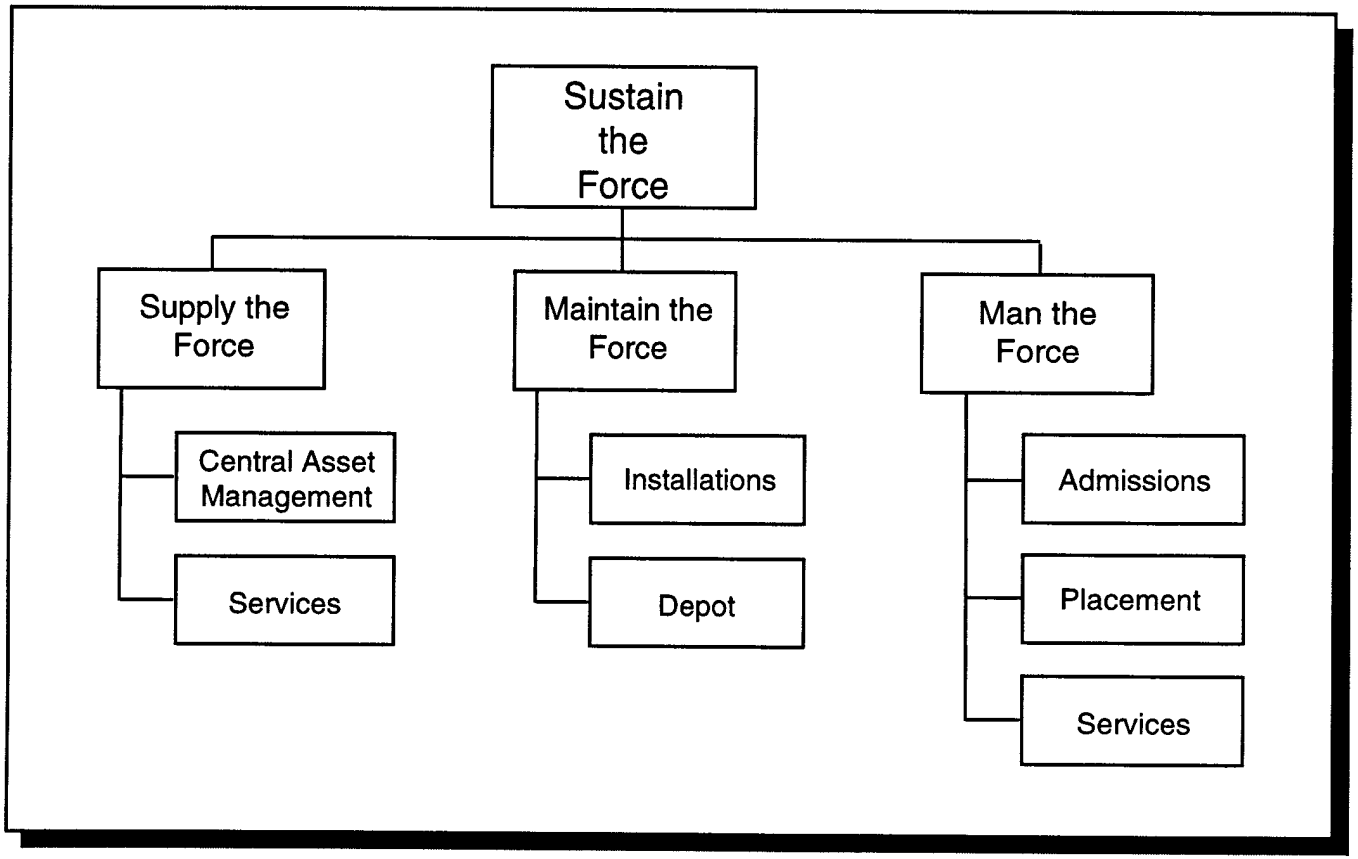
The Army University



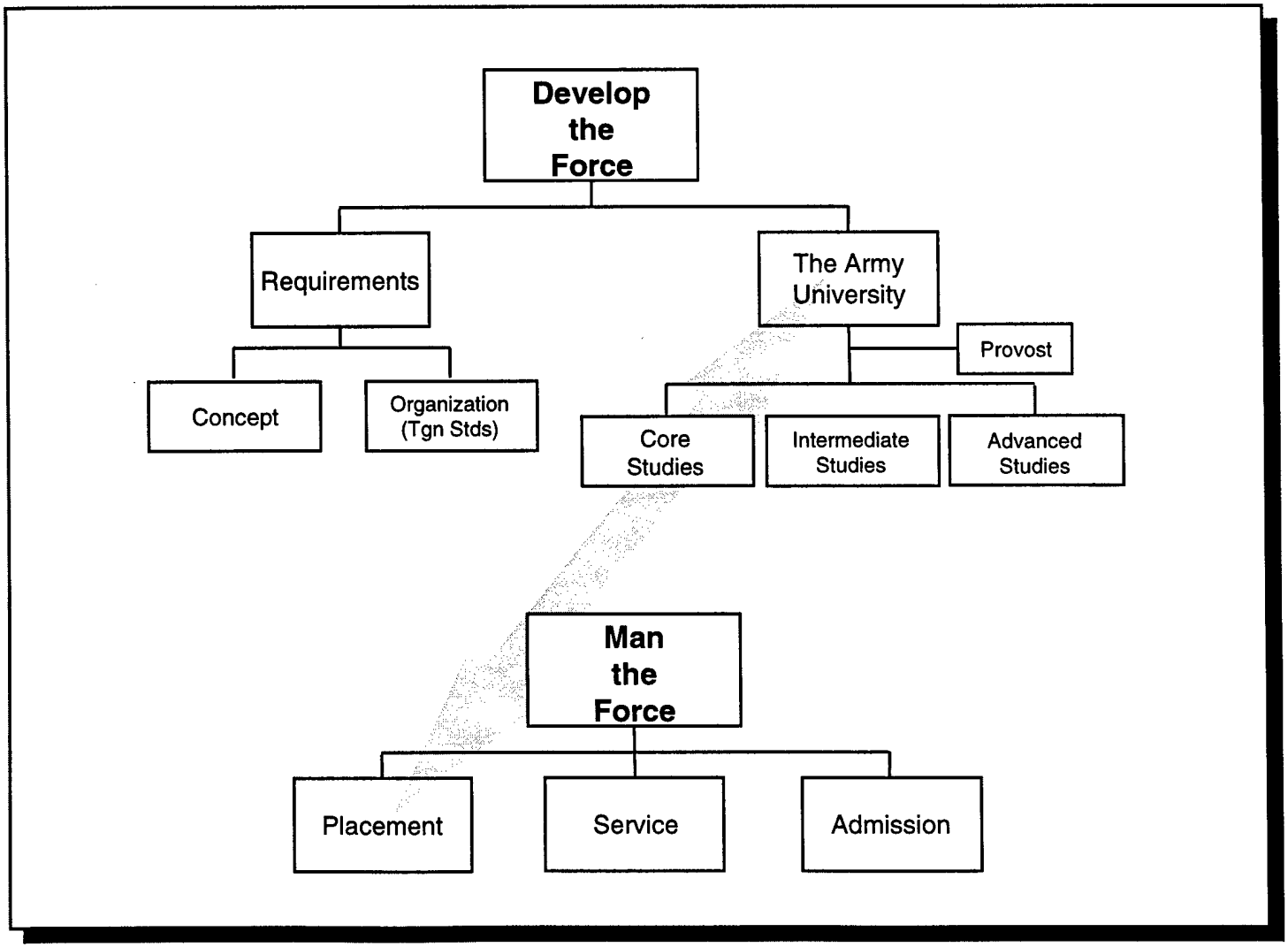
Option 1. Develop the Force Command



Option 2. Sustain the Force Command

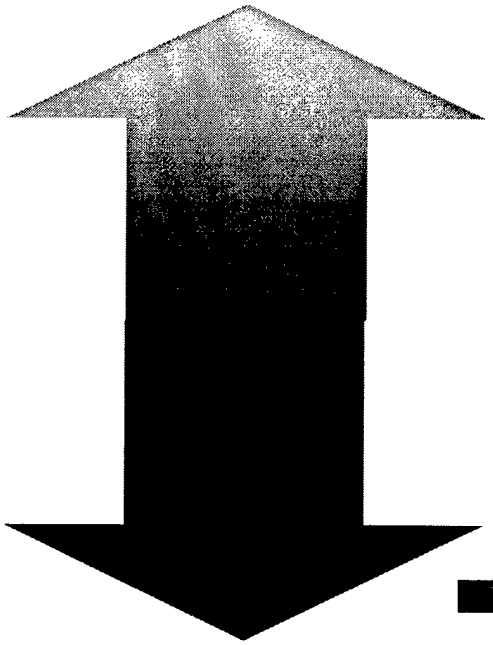


Option 3. Separate Major Commands



Acquire and Sustain People

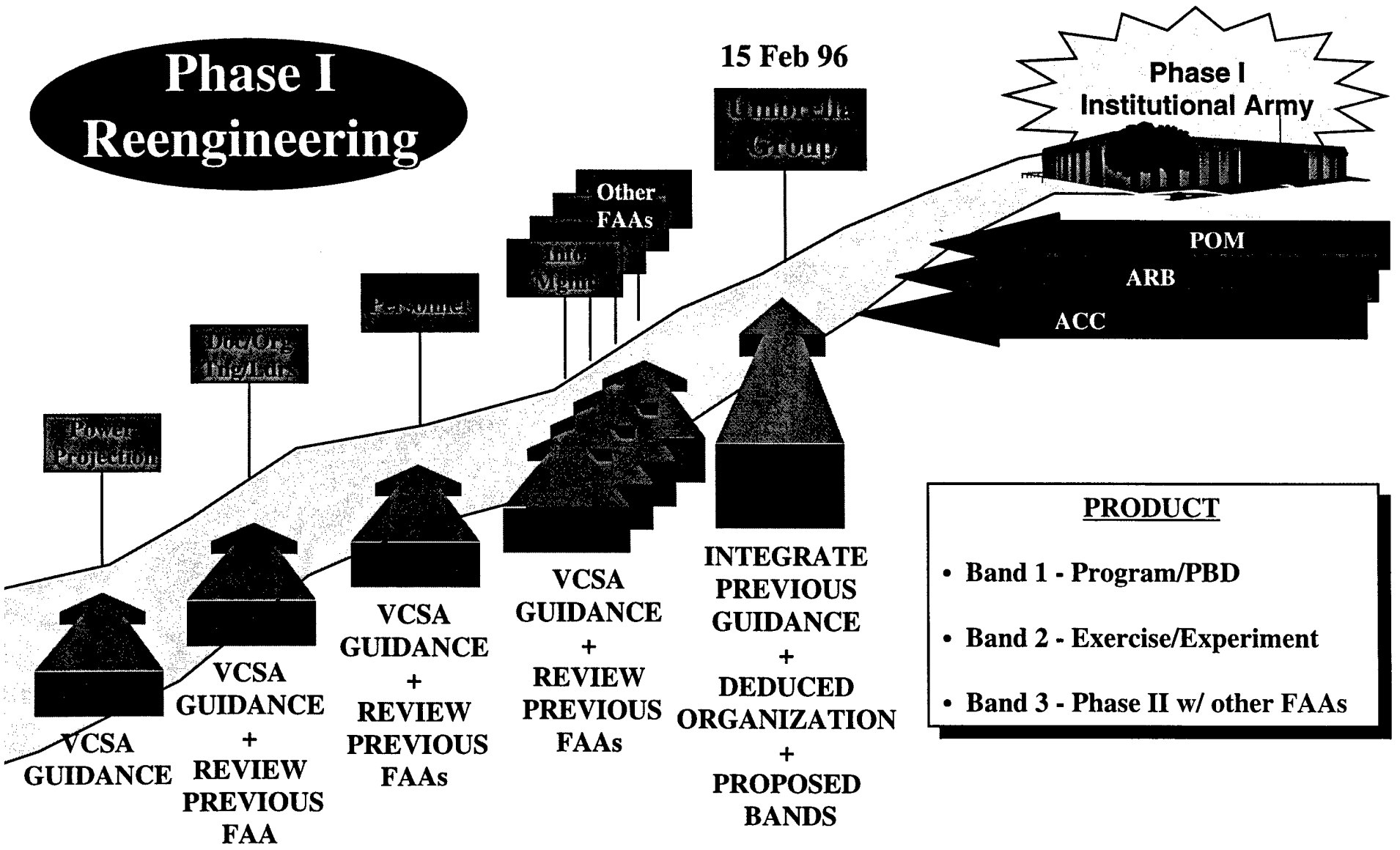
Easy/Cheap/Early



Hard/Expensive/Later

Action	DCSPER	Experiment
• Divest "structure" to FD Command	-	
• All accessions to one Command	-	
• All education to one Command	-	
• All assignments to one Command	+	
• Condense education to "Core Colleges"	-	
• Establish The Army University	+	
• Eliminate Special Branches	-	
• Eliminate Criminal Investigations	-	
• Interactive active/reserve/civilians	+	
• *Revise retirement*	-	

Synchronization of Institutional FAAs



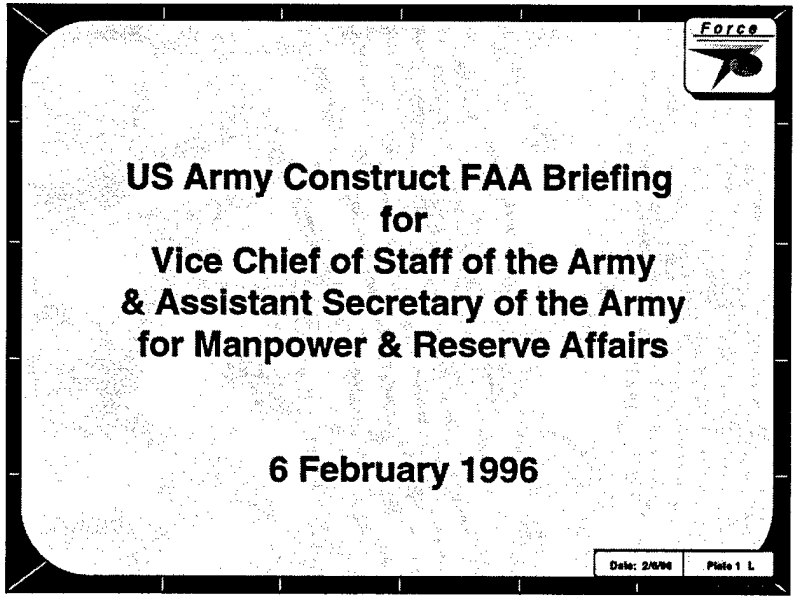
PRODUCT

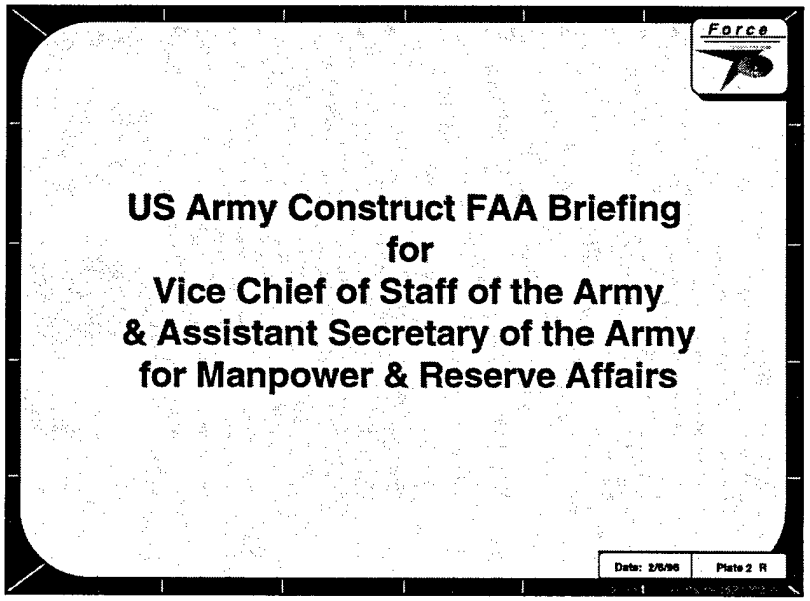
- Band 1 - Program/PBD
- Band 2 - Exercise/Experiment
- Band 3 - Phase II w/ other FAAs

US Army Construct FAA Briefing for Vice Chief of Staff of the Army & Assistant Secretary of the Army for Manpower & Reserve Affairs

6 February 1996

U.S. Army Construct FAA





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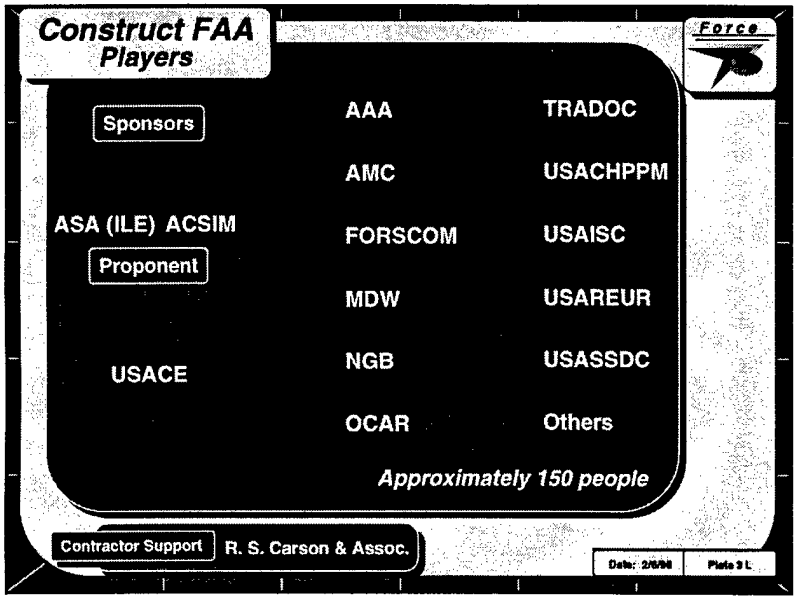

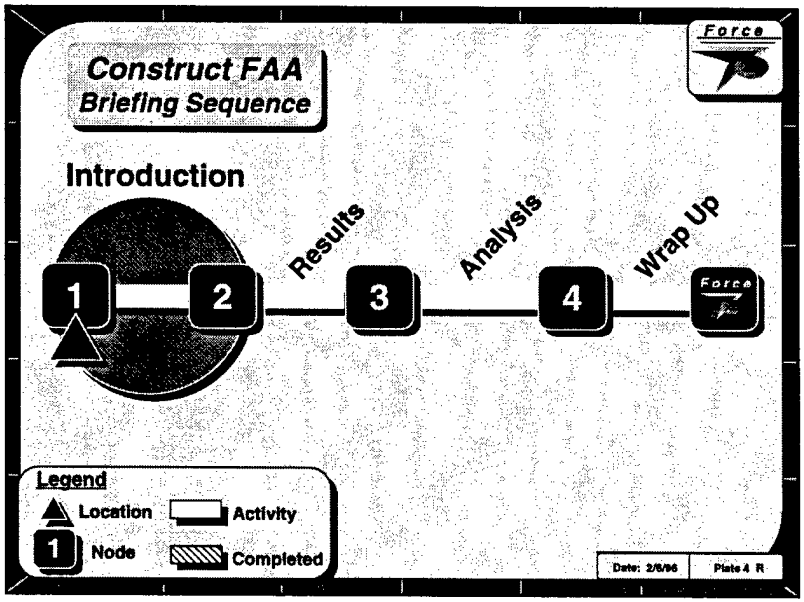

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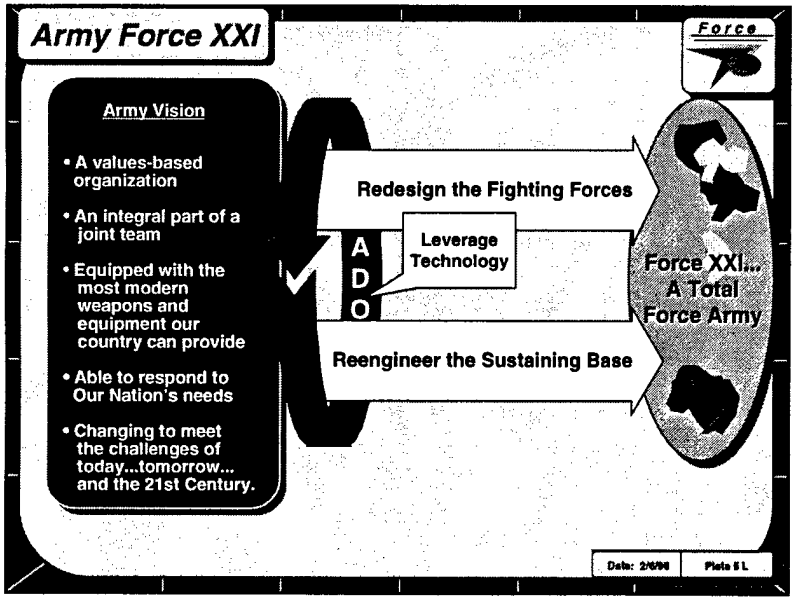

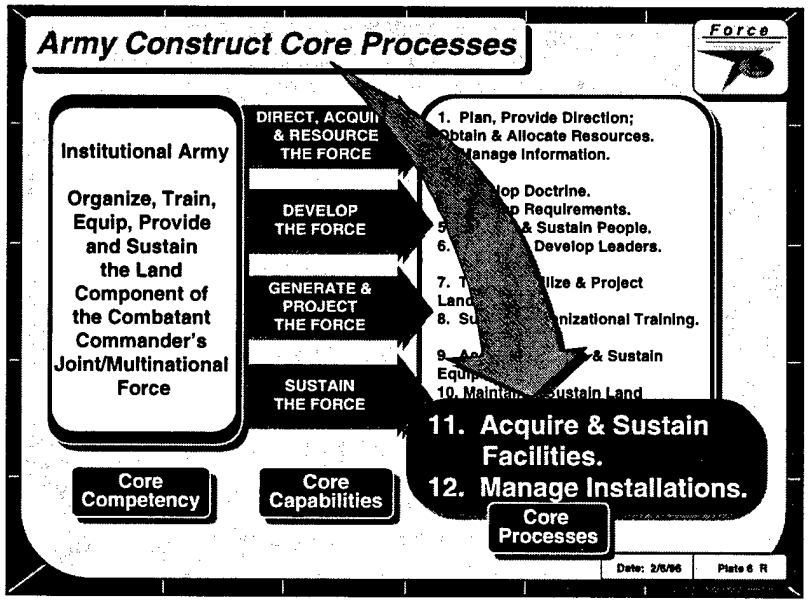

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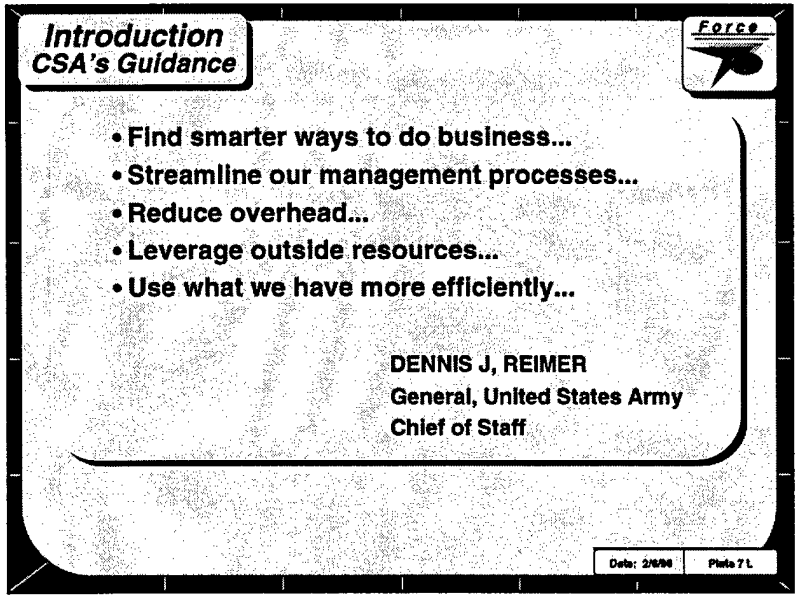

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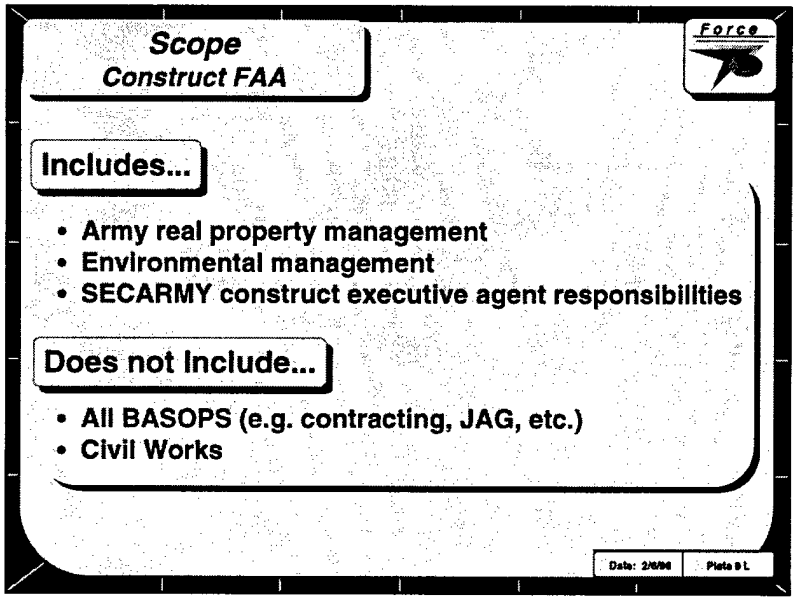

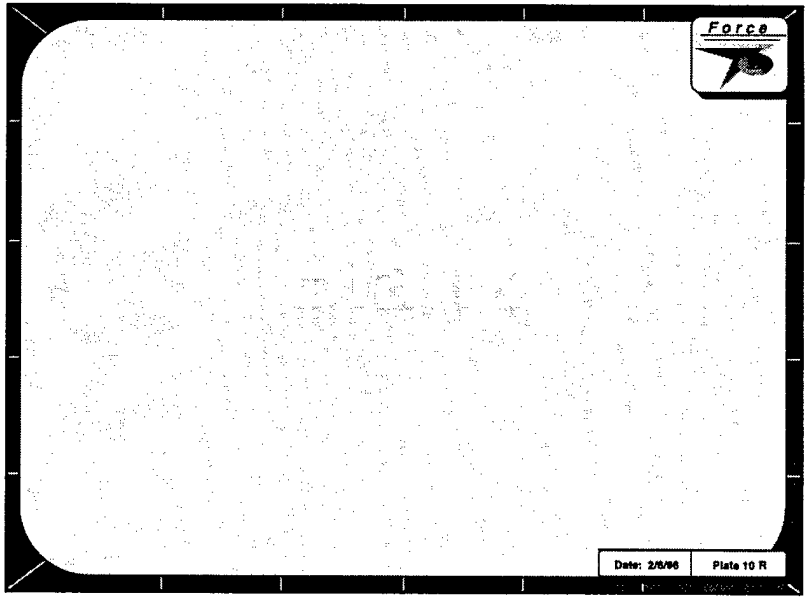

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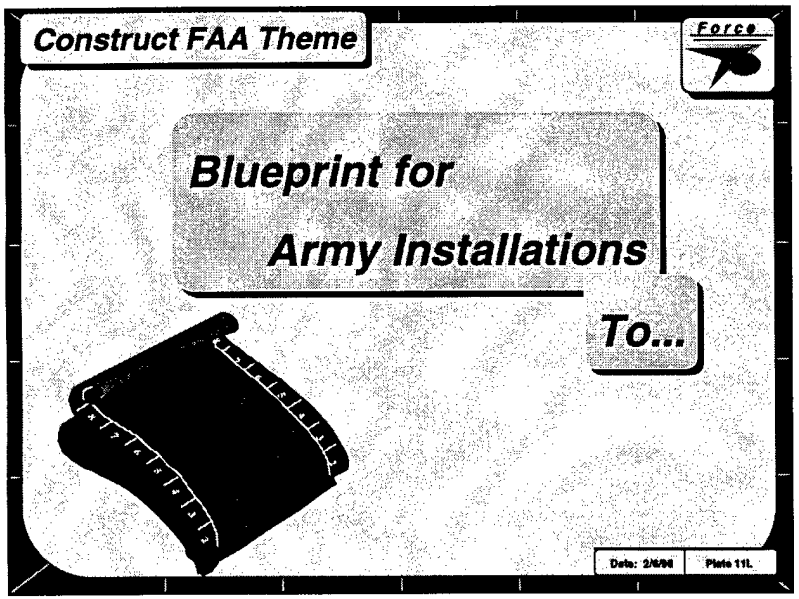

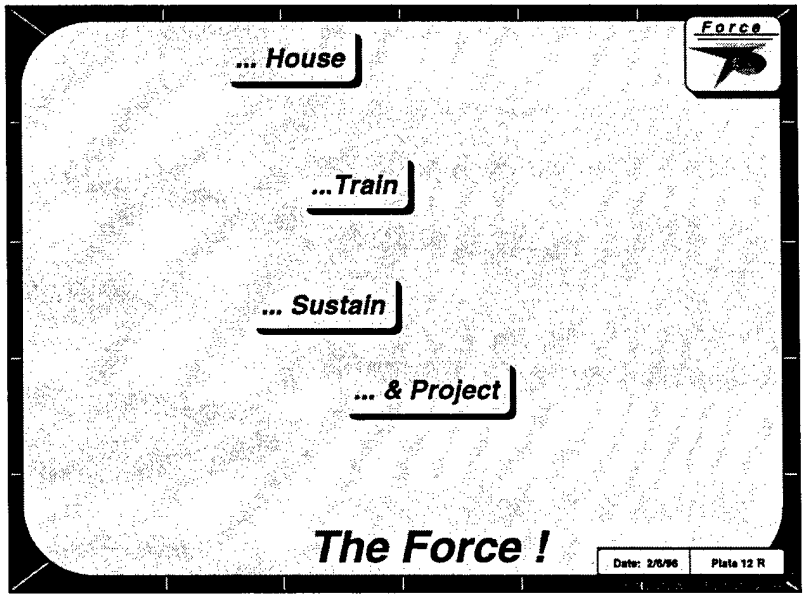

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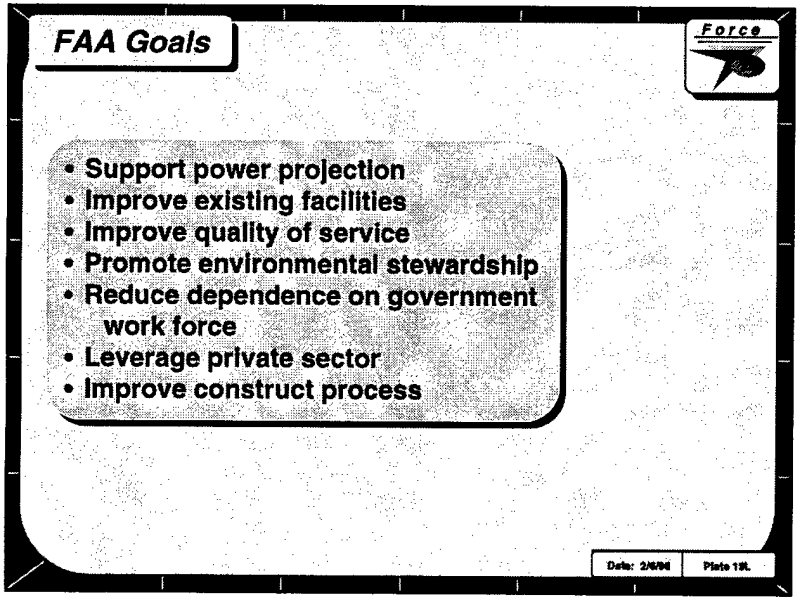

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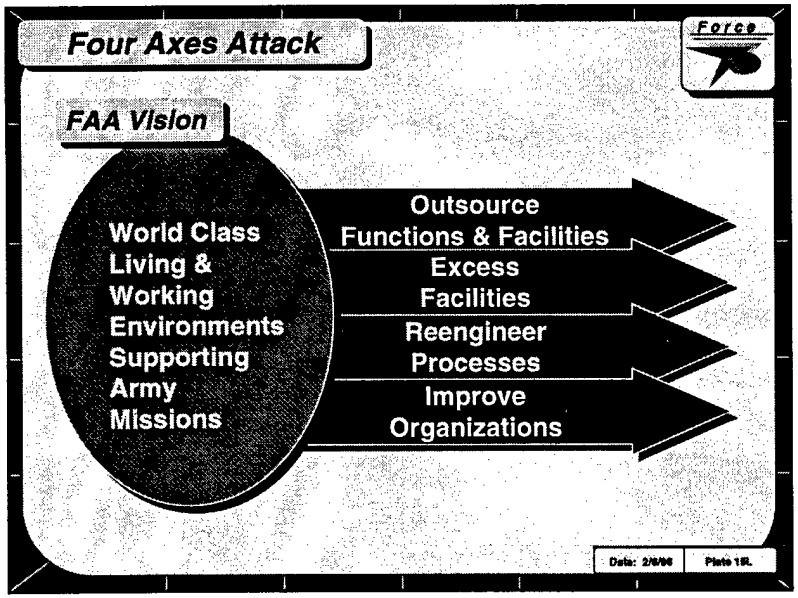

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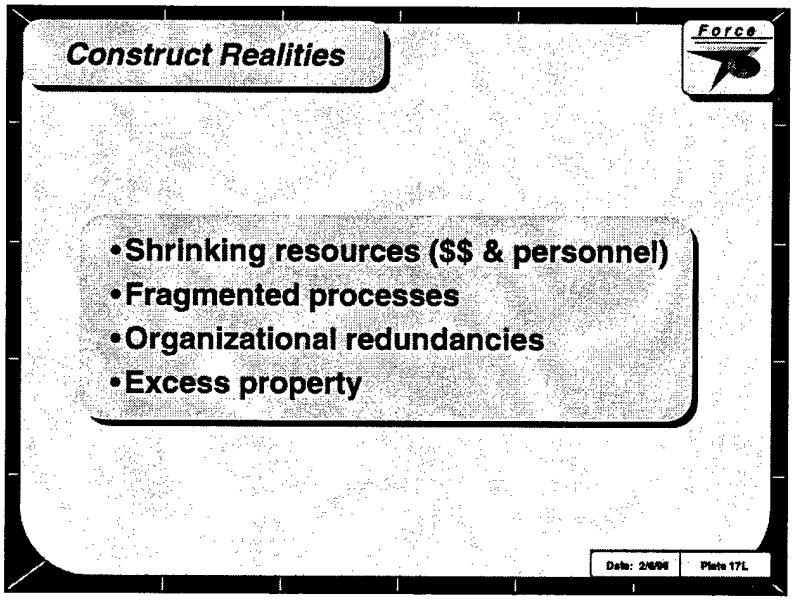

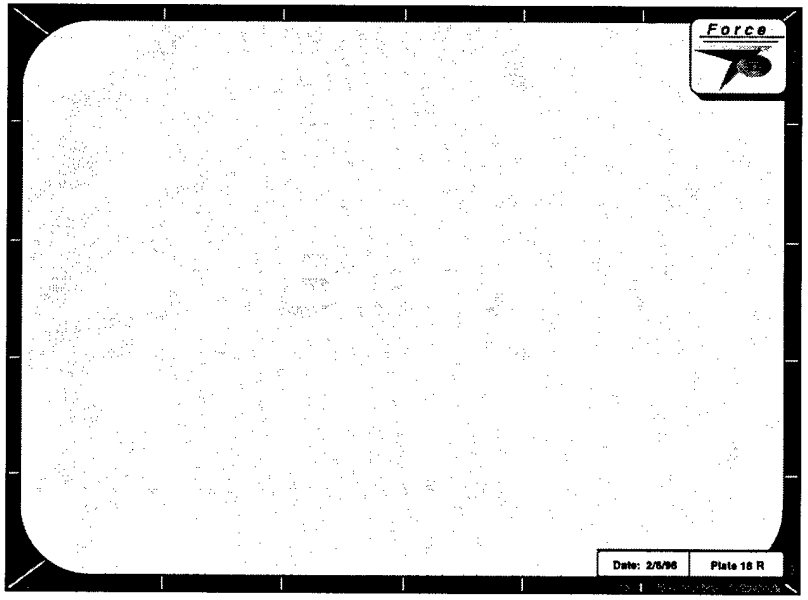

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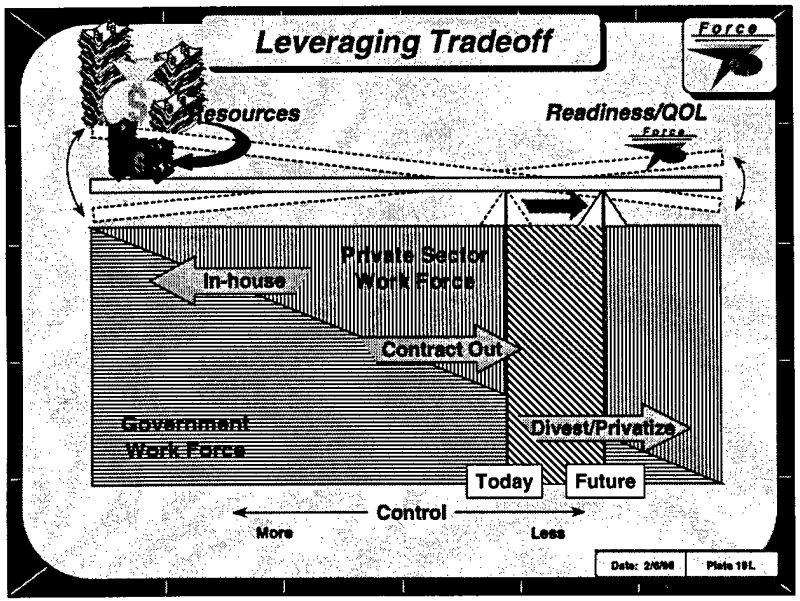

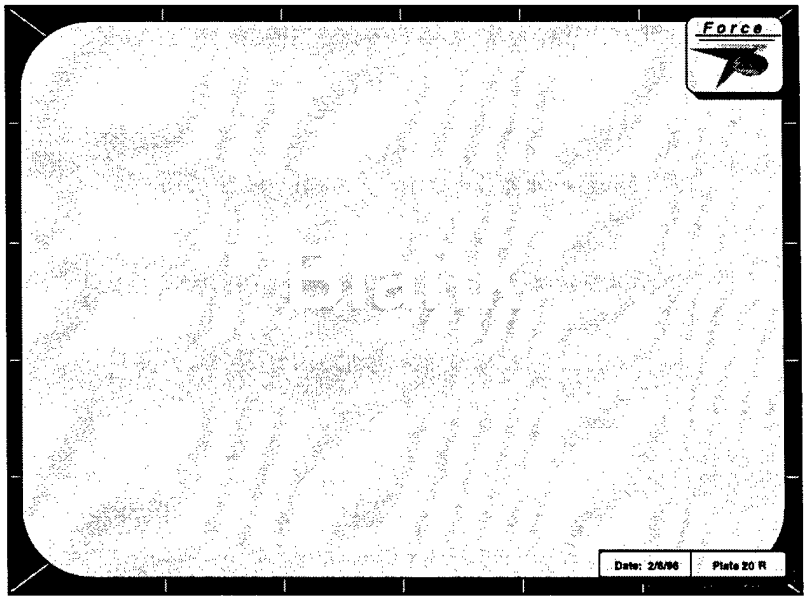

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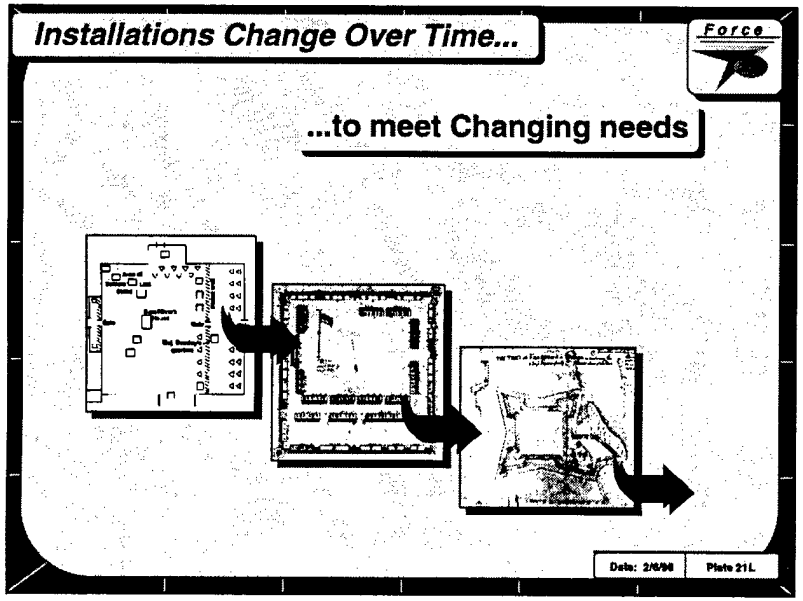

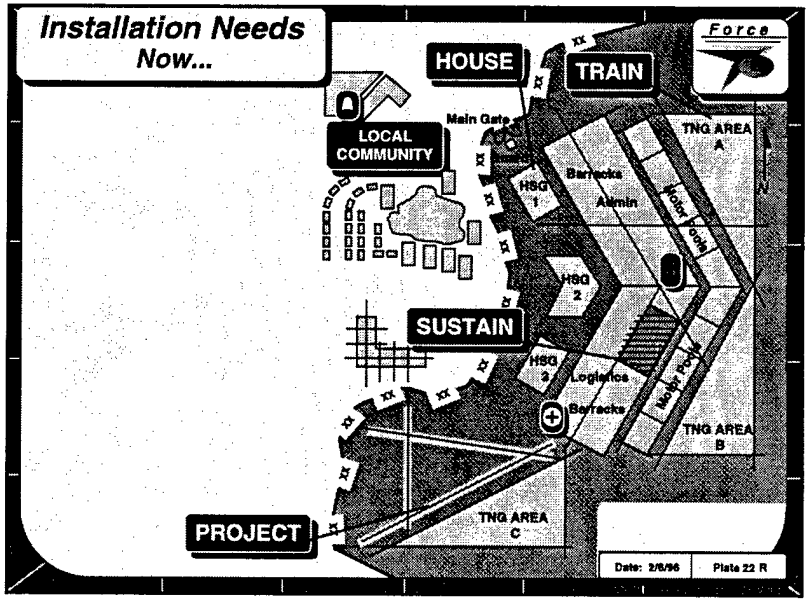

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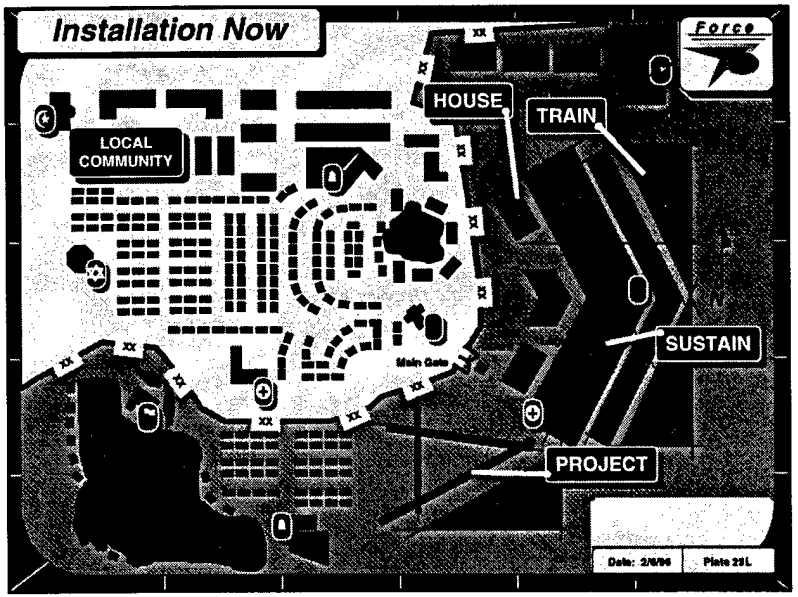

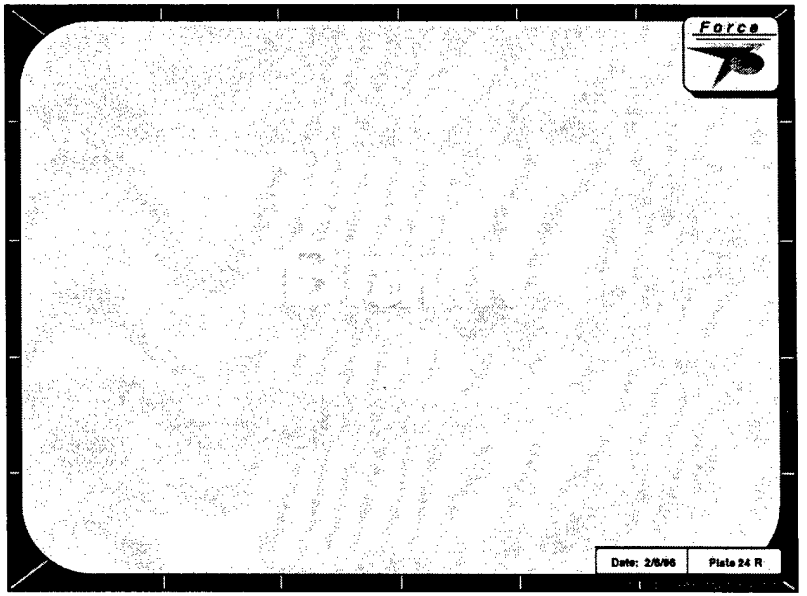

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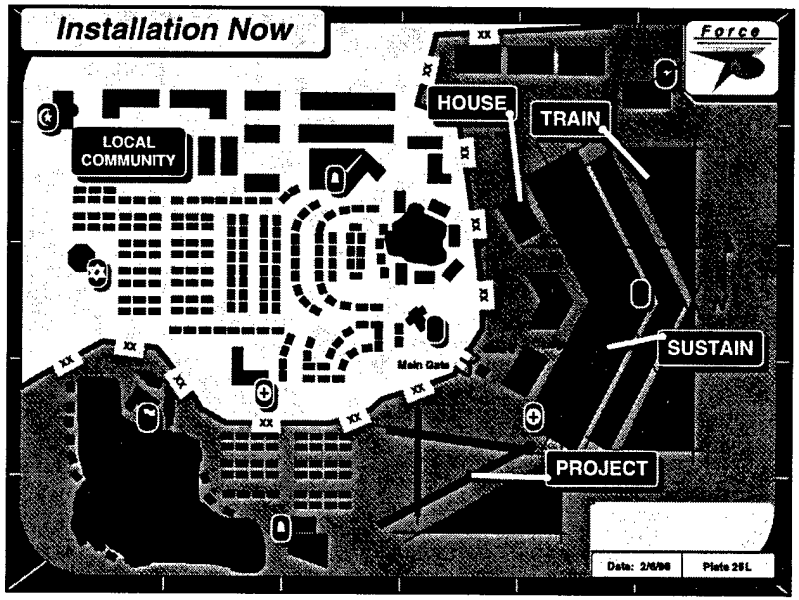

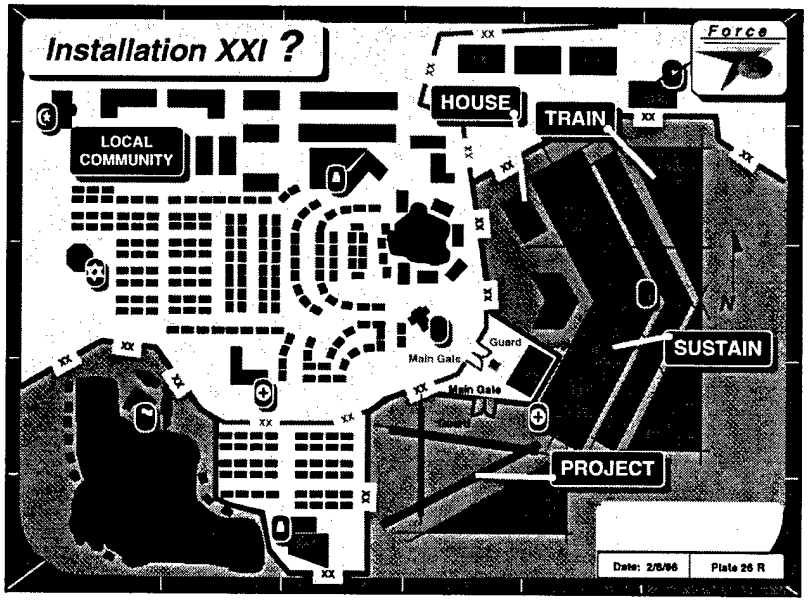

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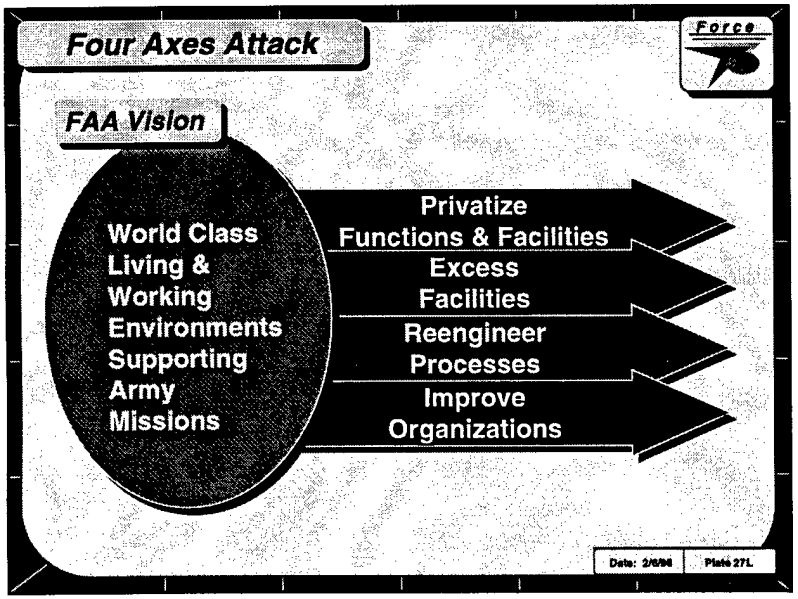

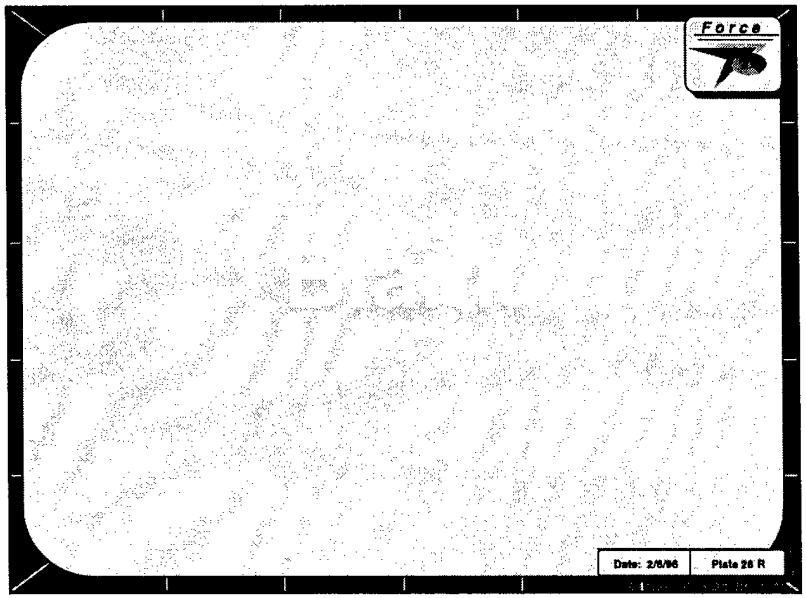

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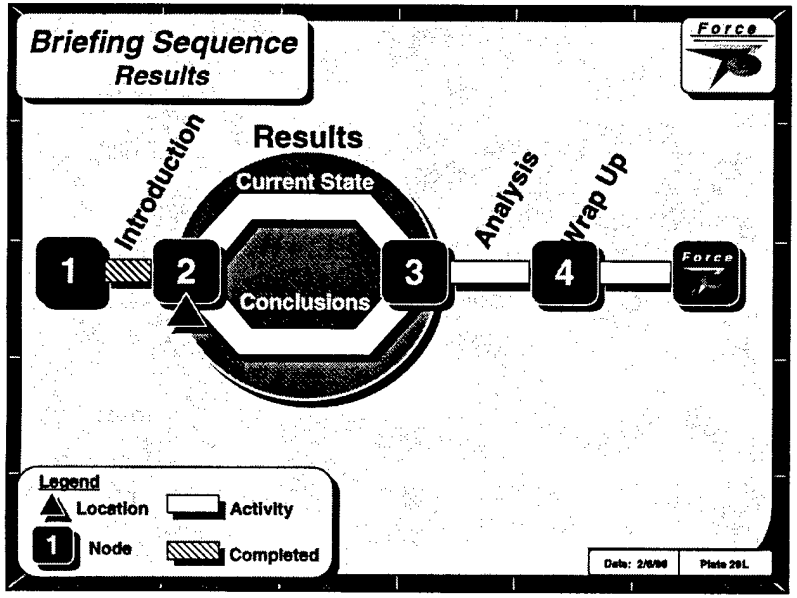

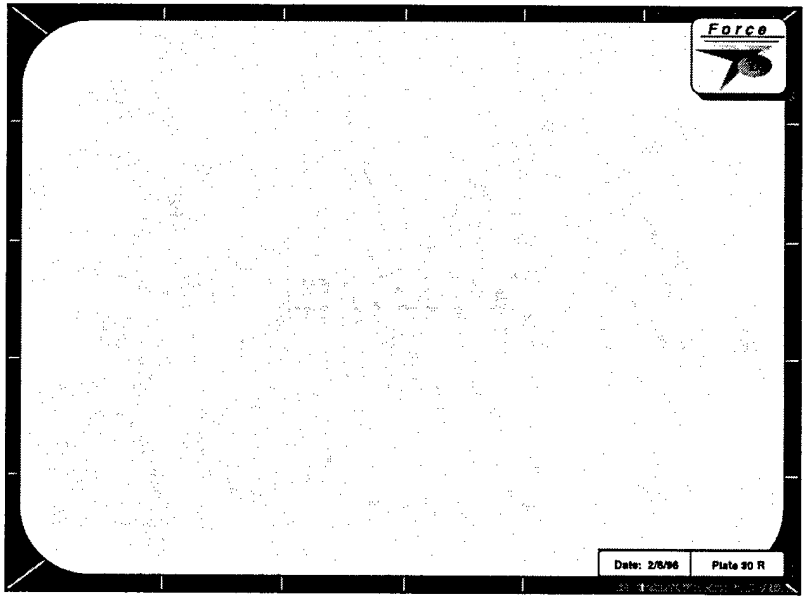

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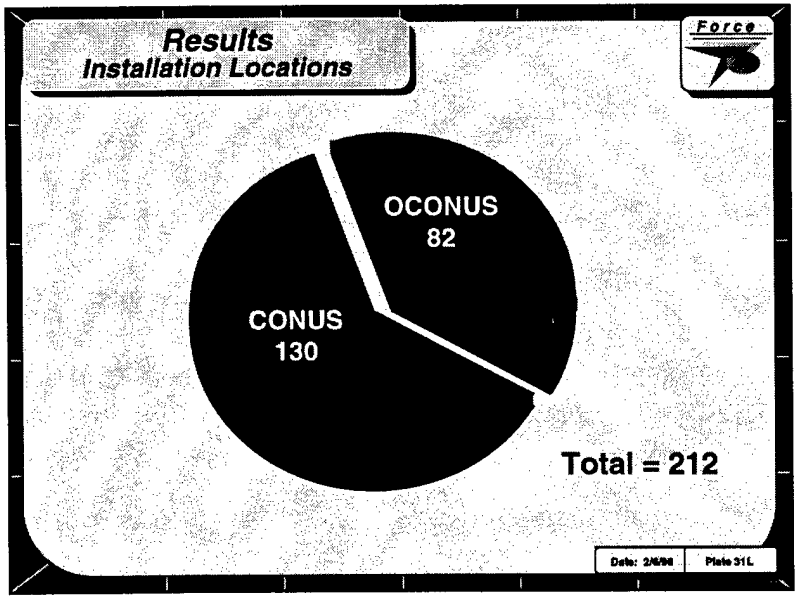

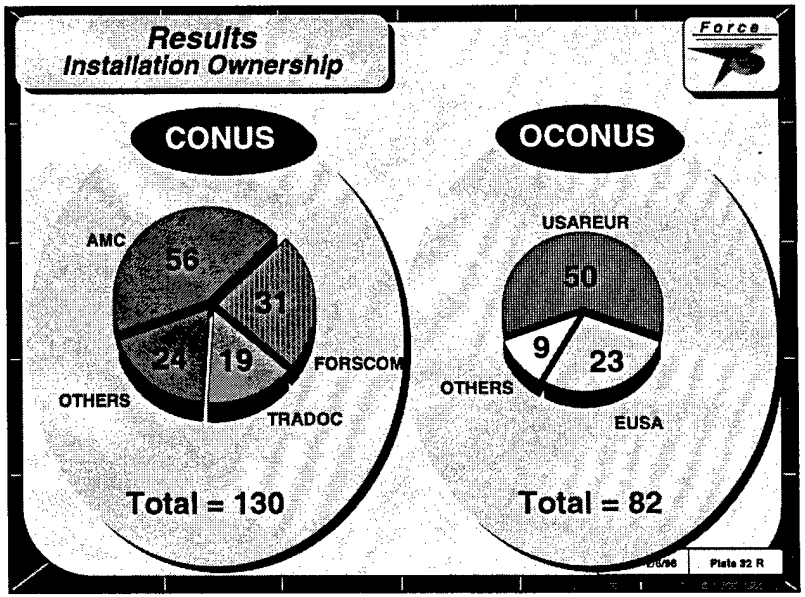

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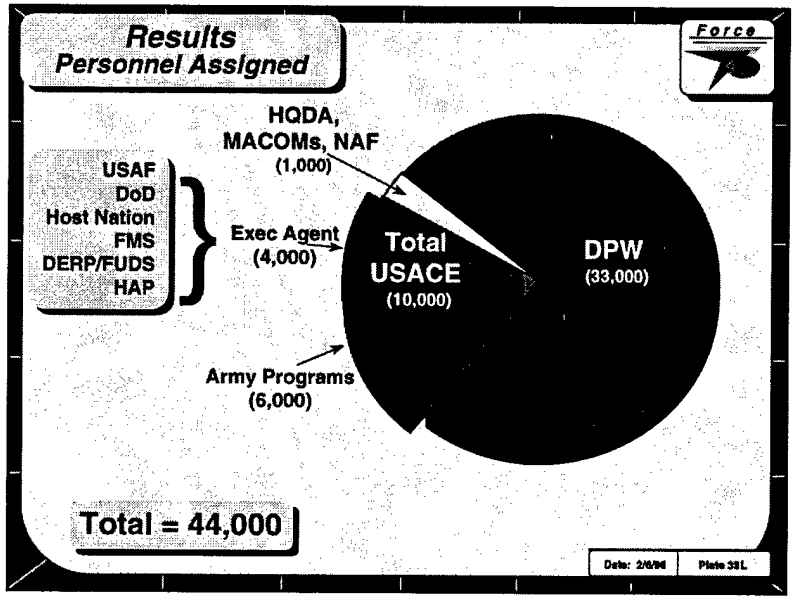

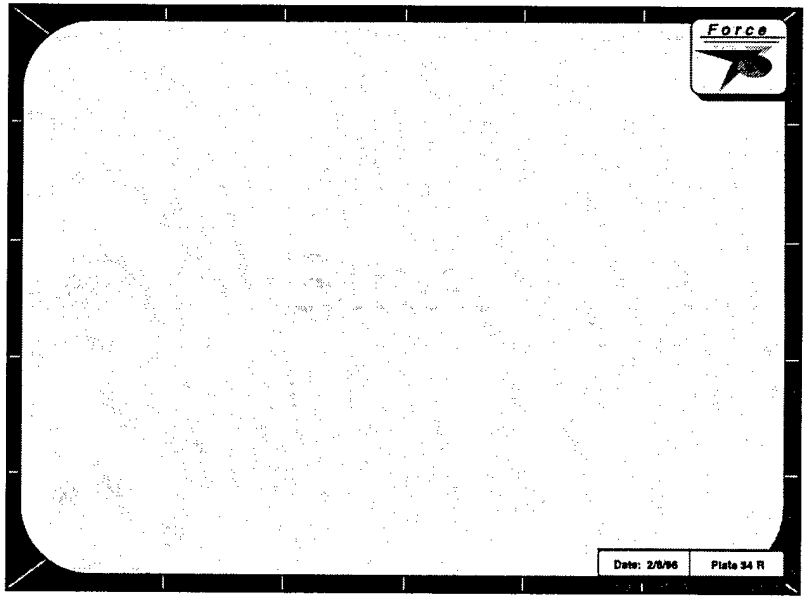

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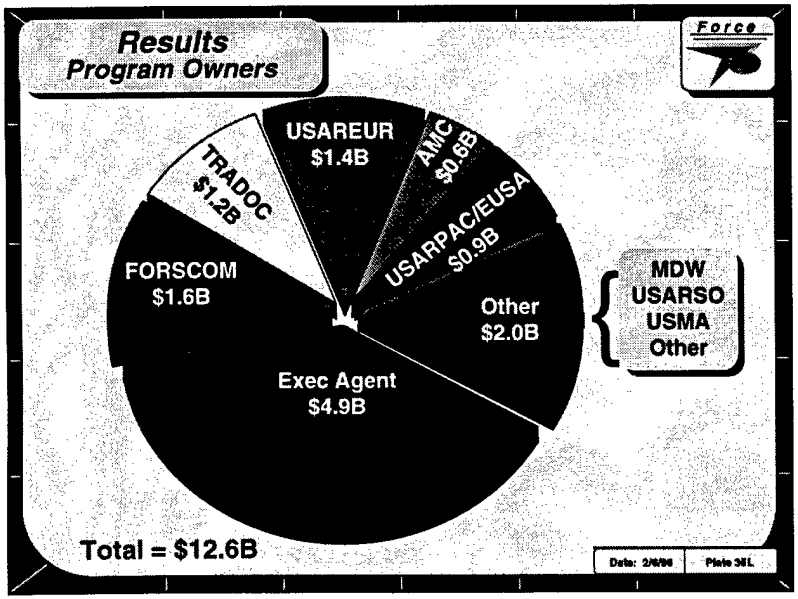

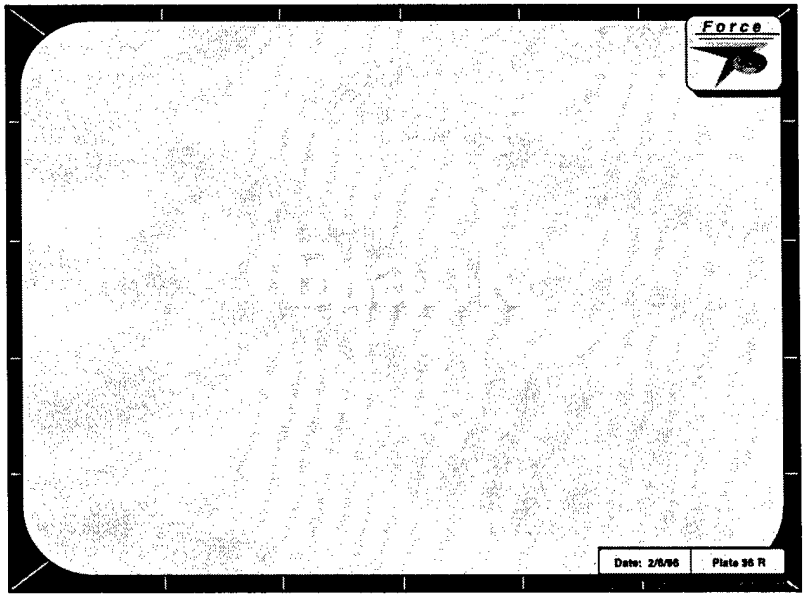

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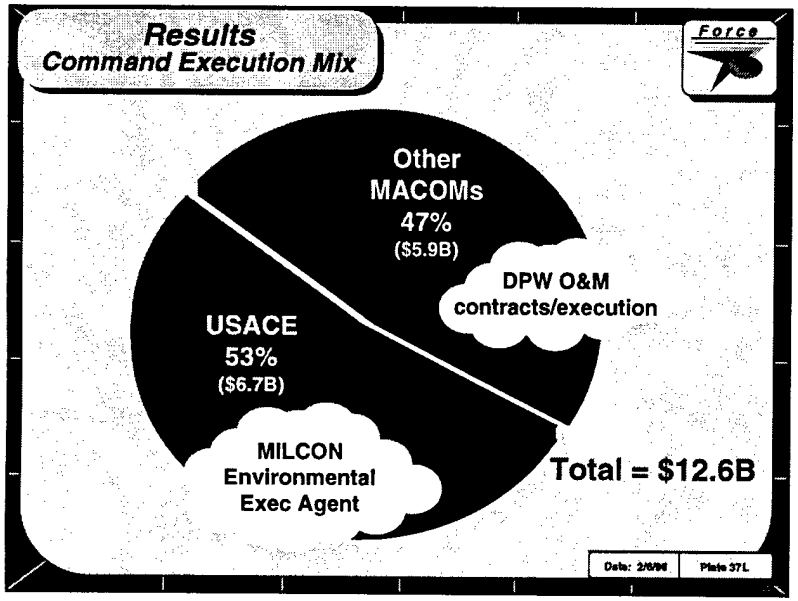

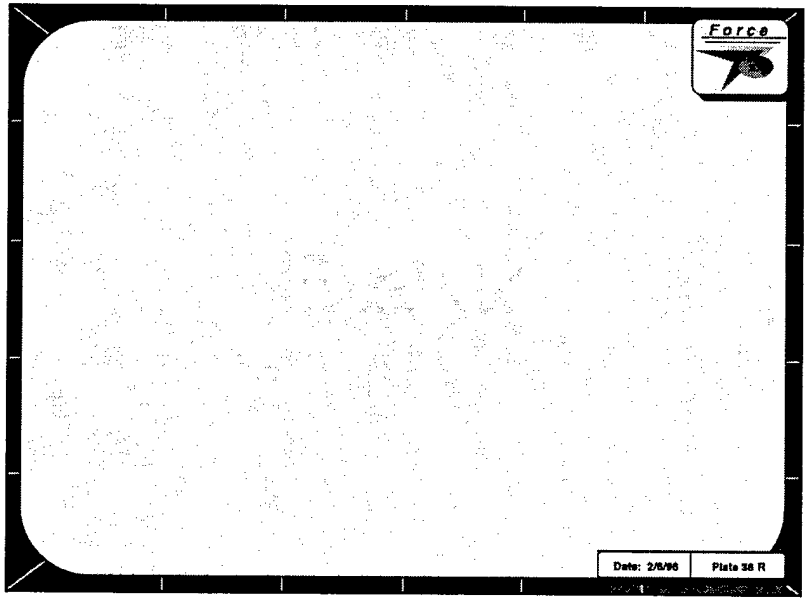

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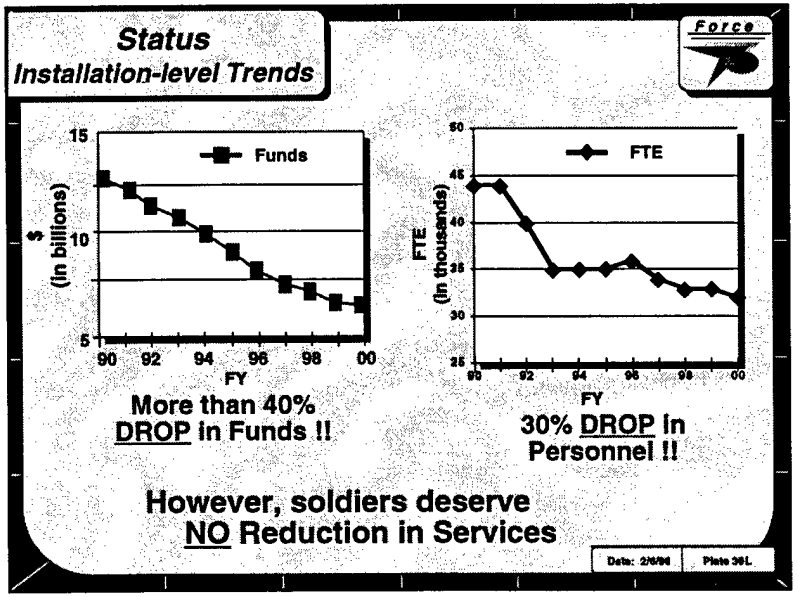

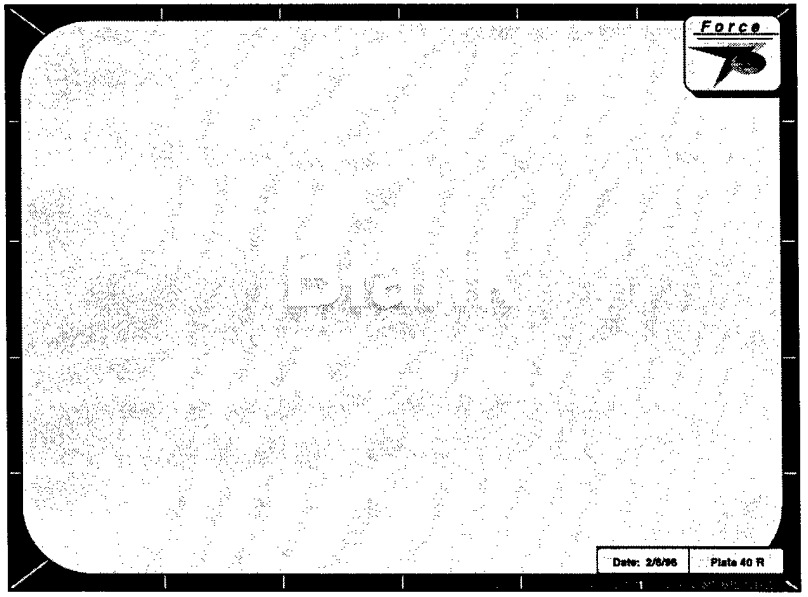

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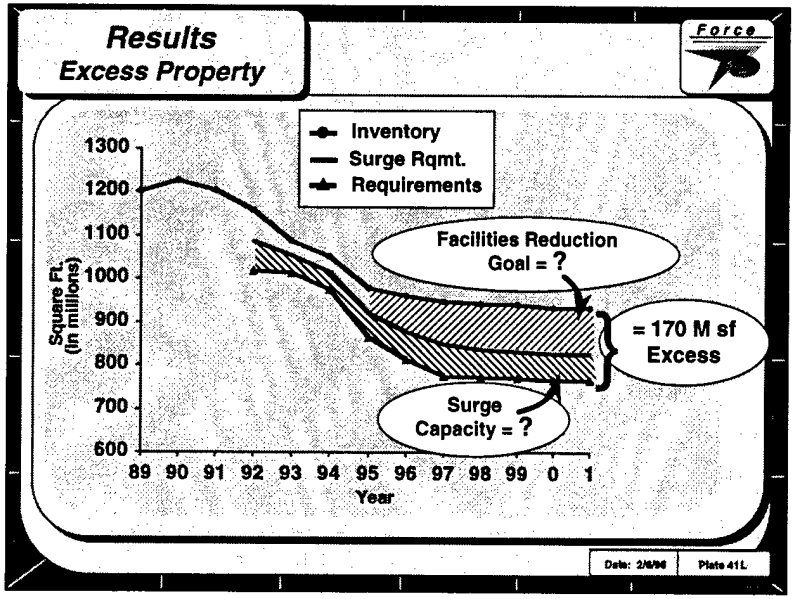

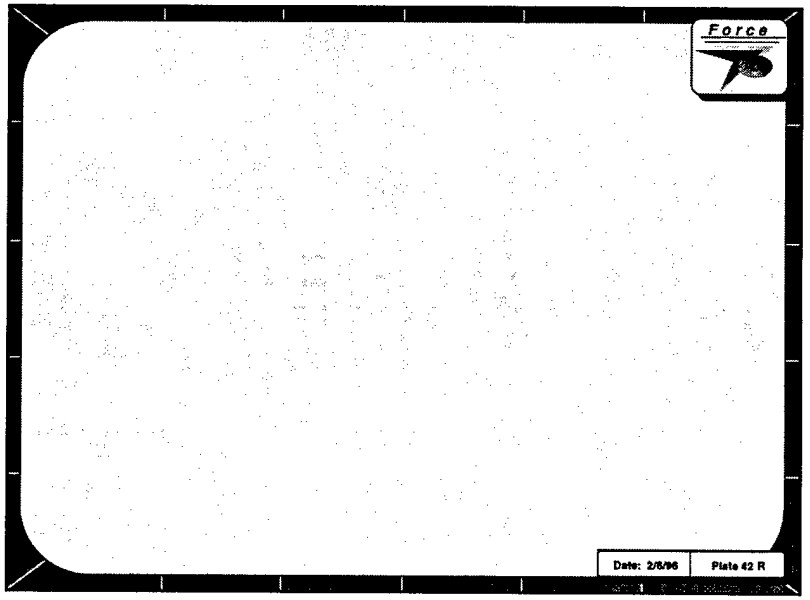

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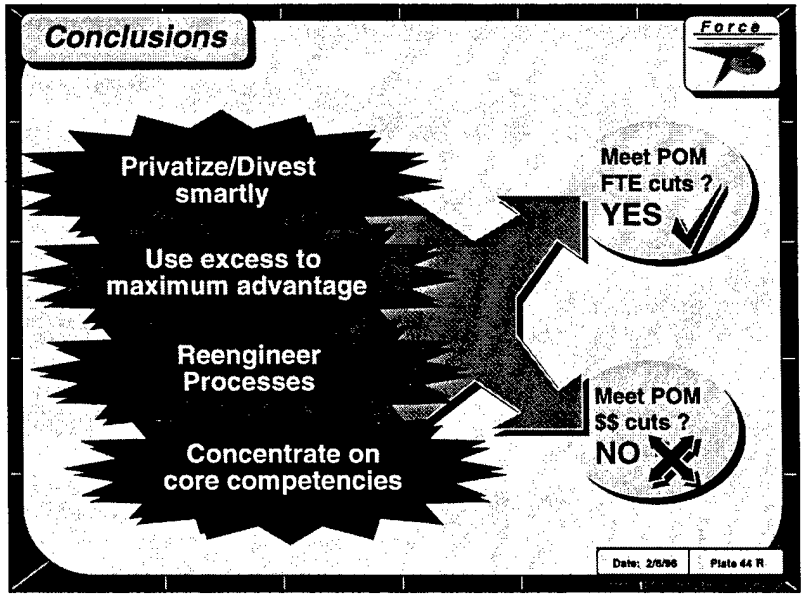

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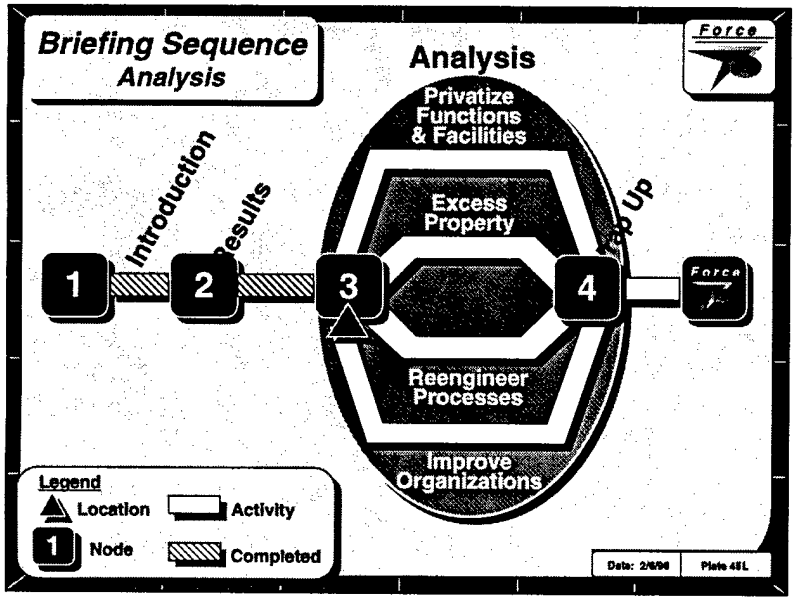

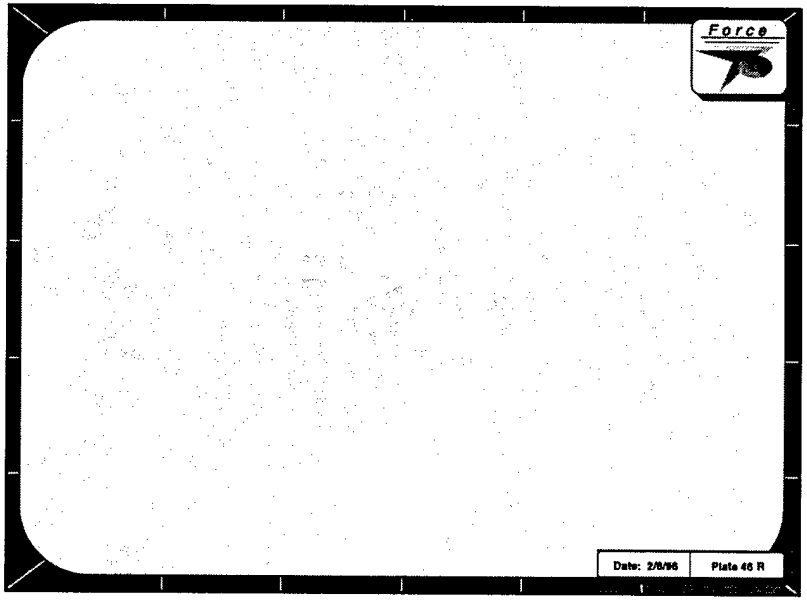

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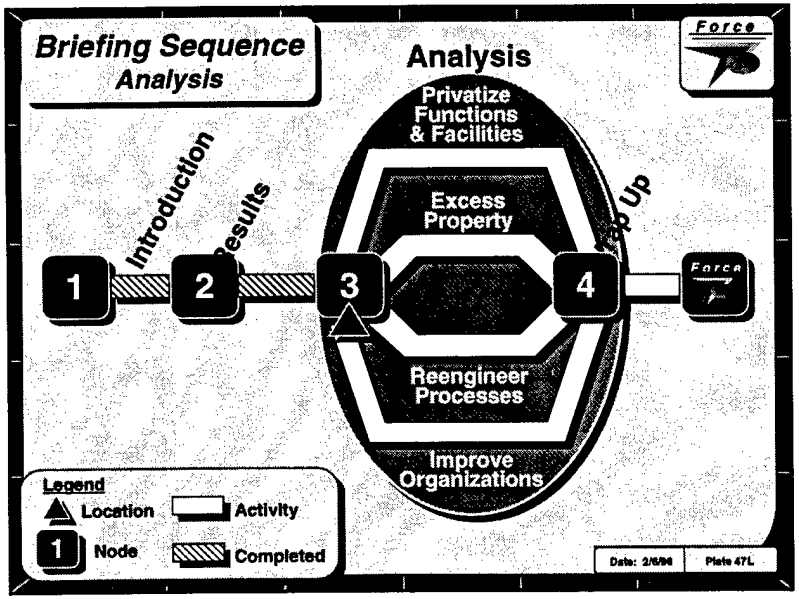
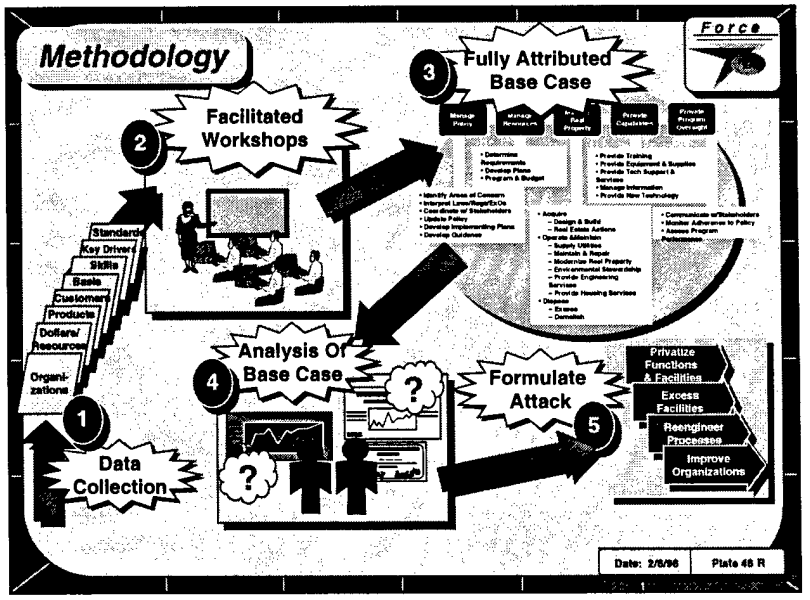
U.S. Army Construct FAA





Your Notes

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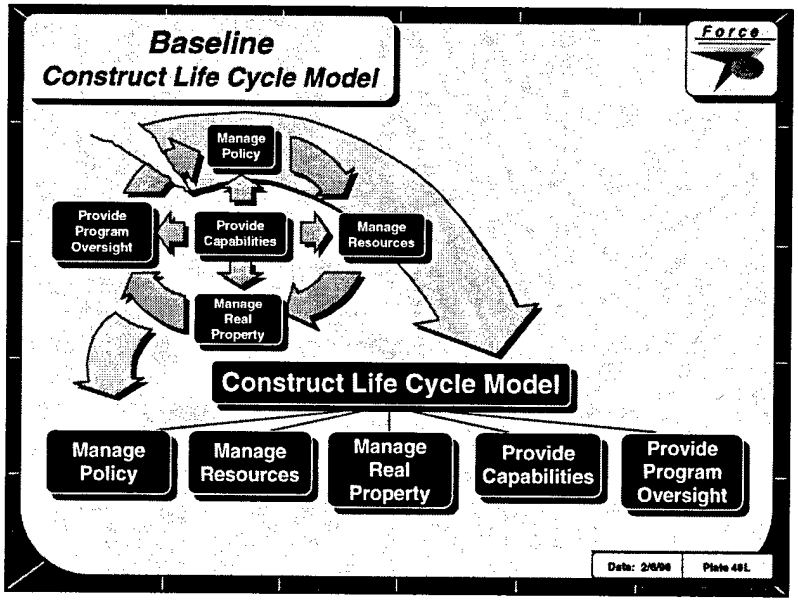
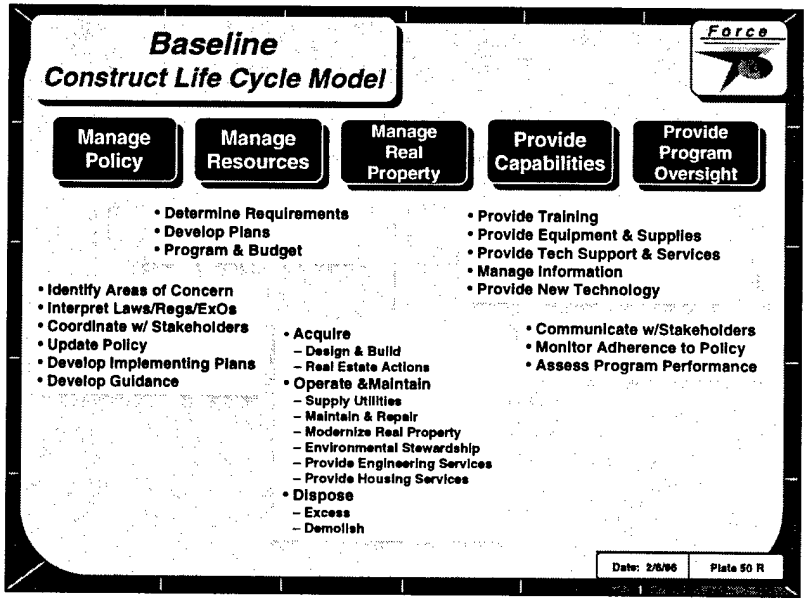
U.S. Army Construct FAA





Your Notes

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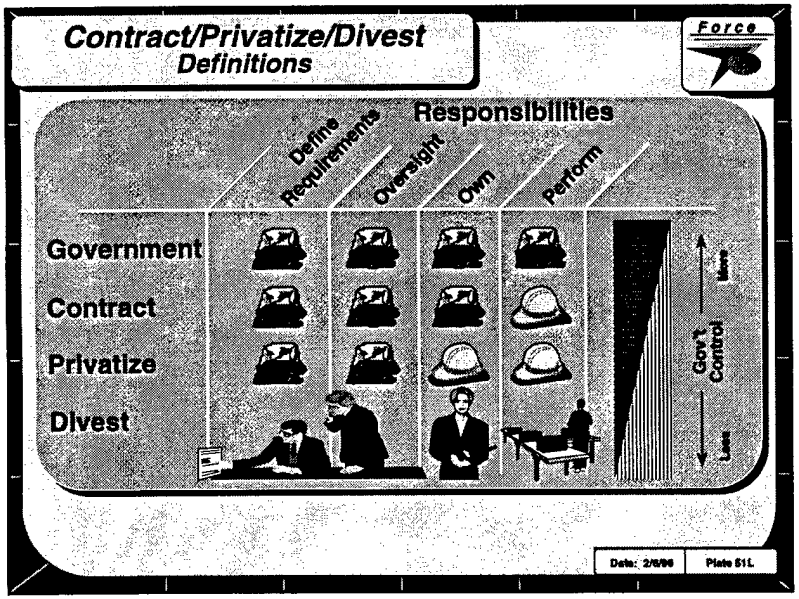

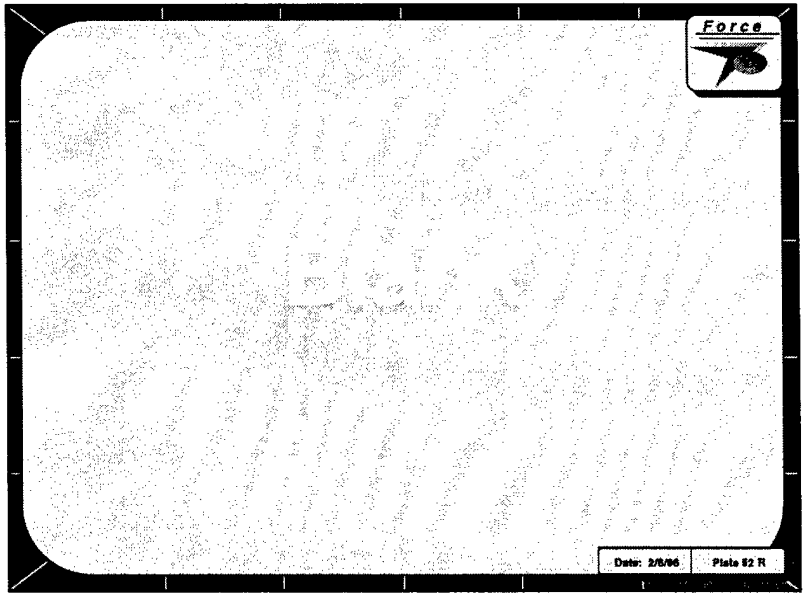

Your Notes

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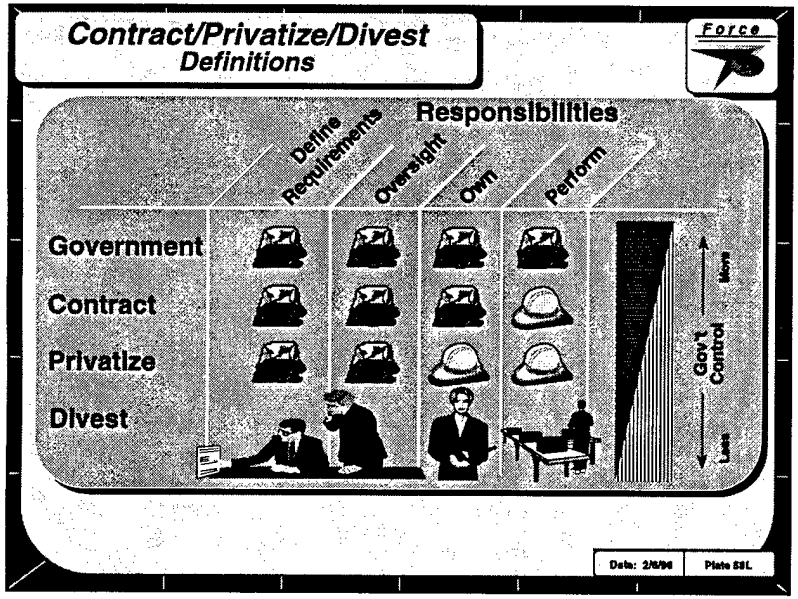

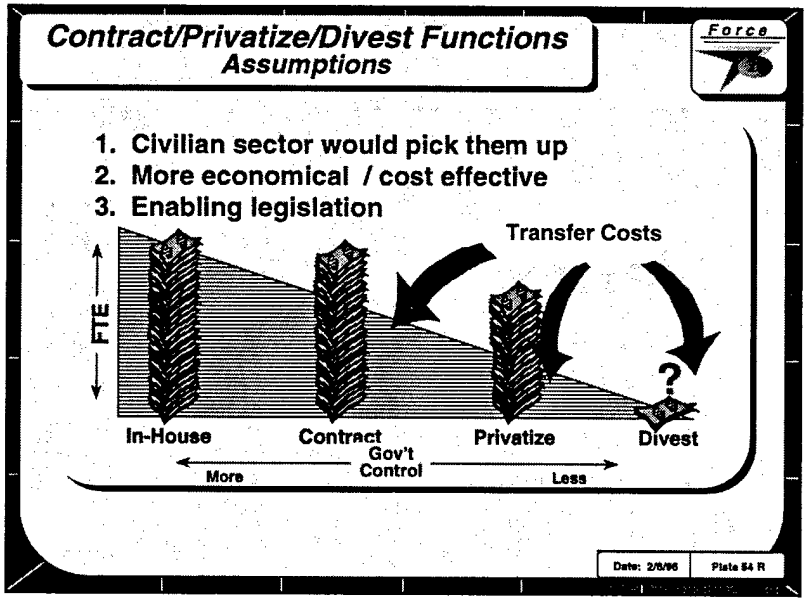

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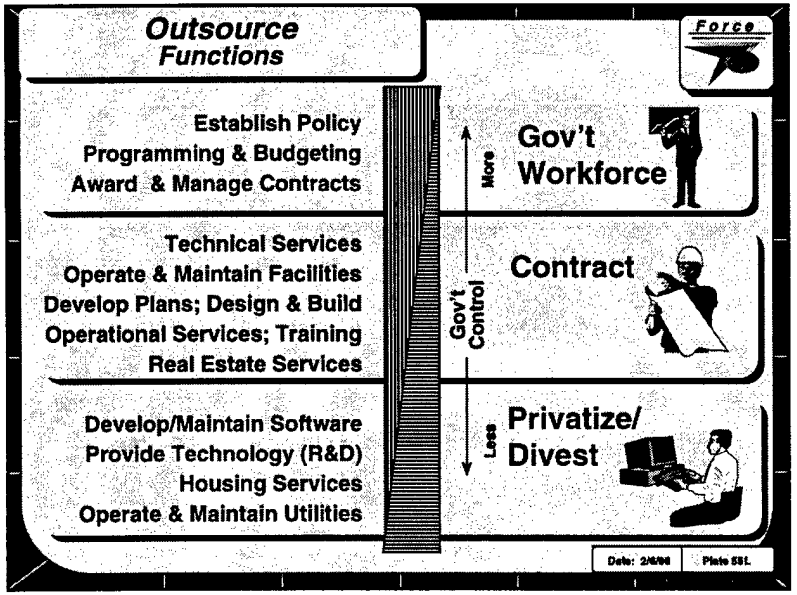

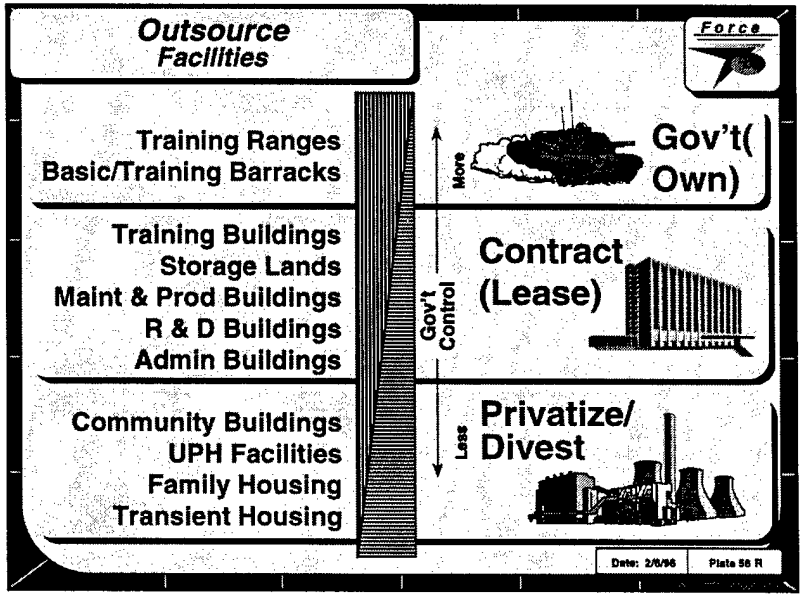

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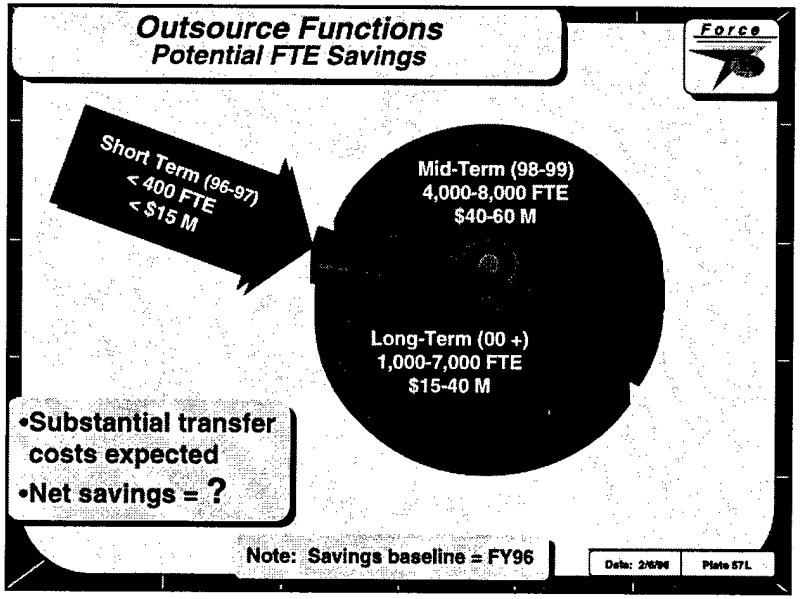

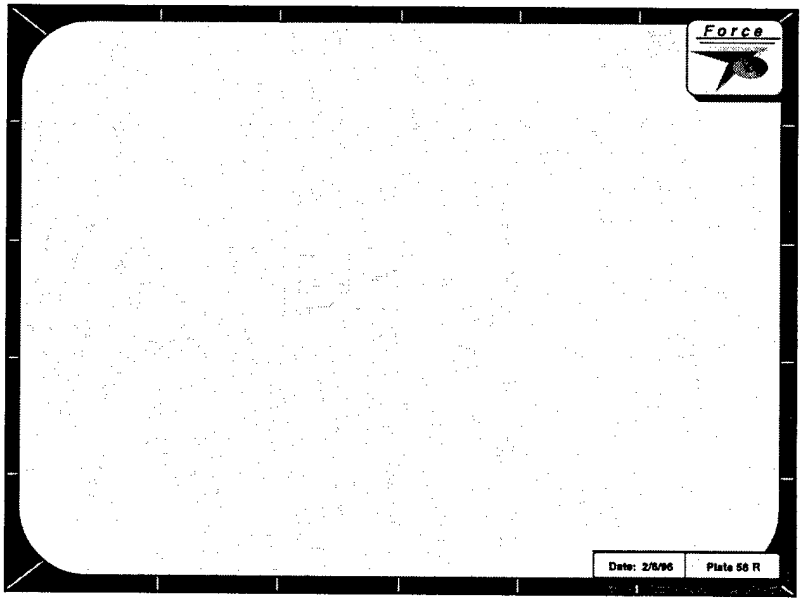

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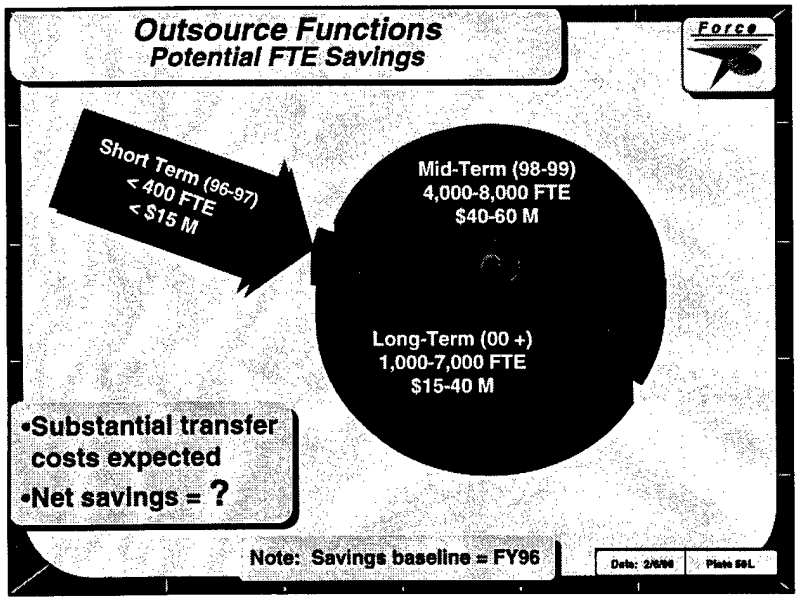

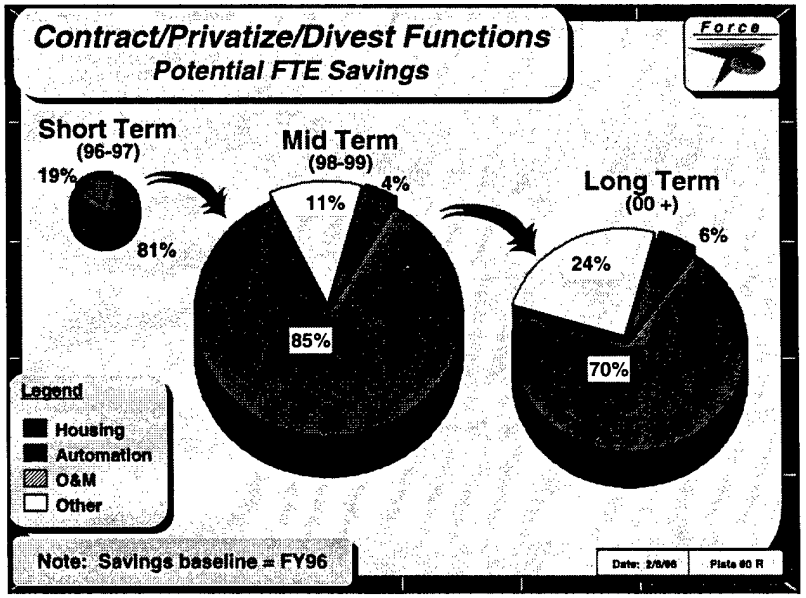

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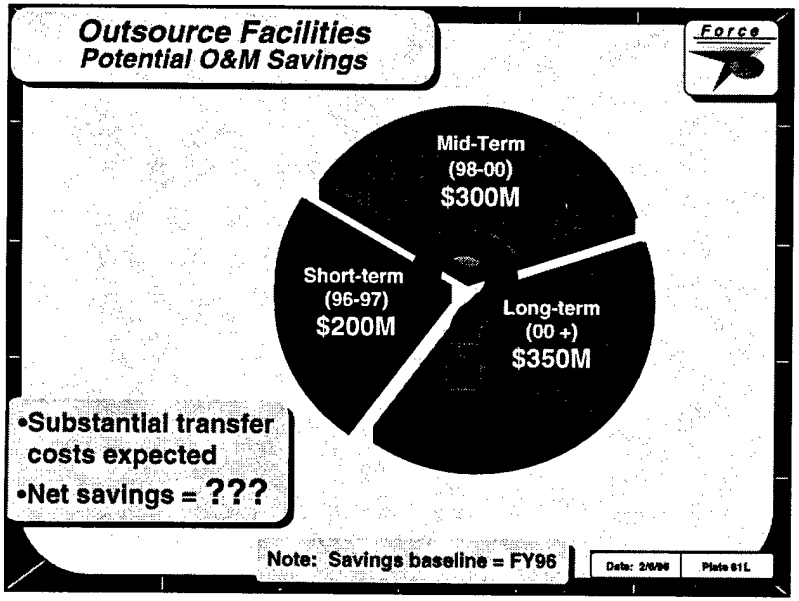

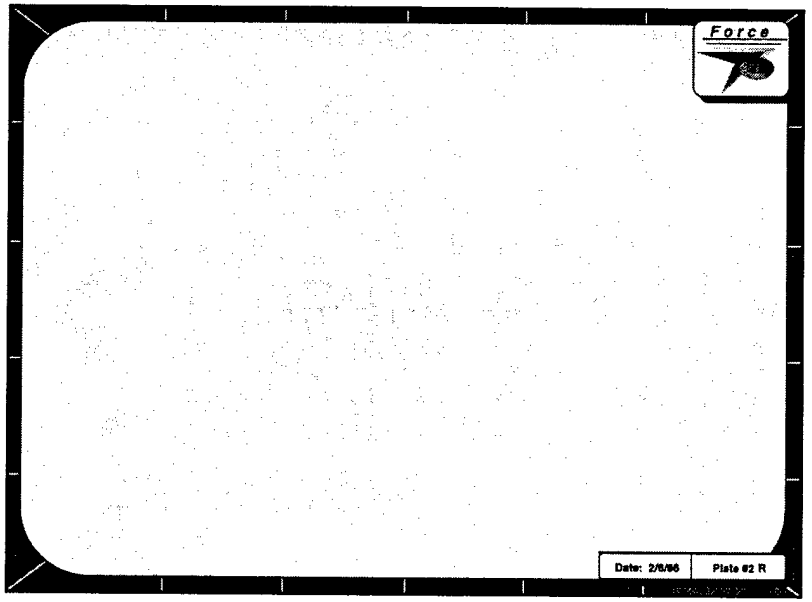

Your Notes

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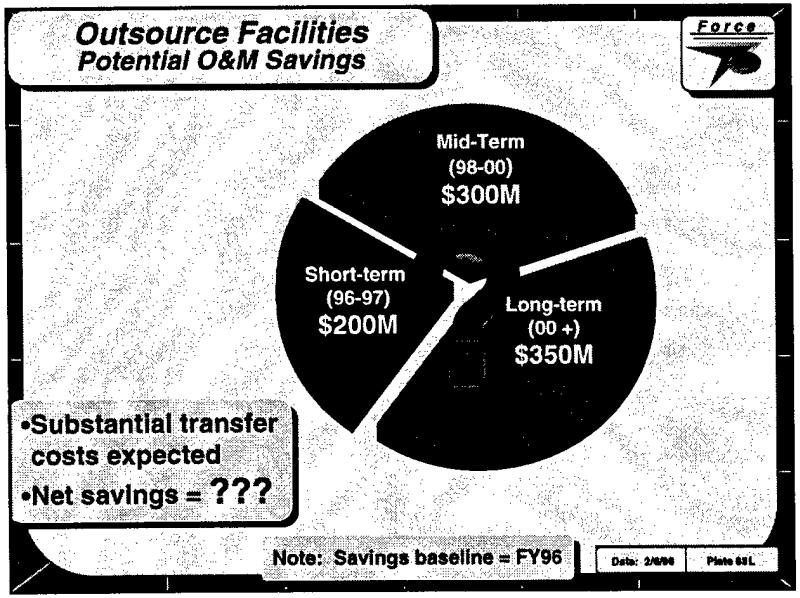

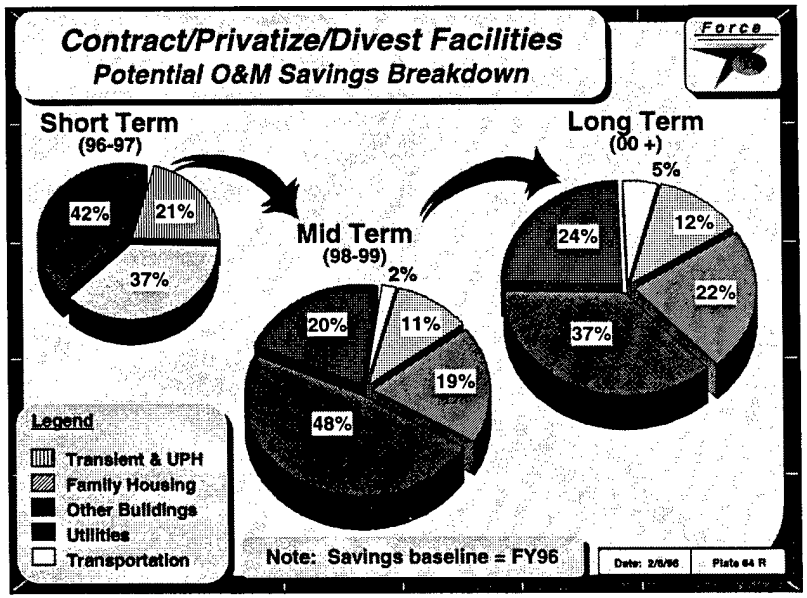

Your Notes

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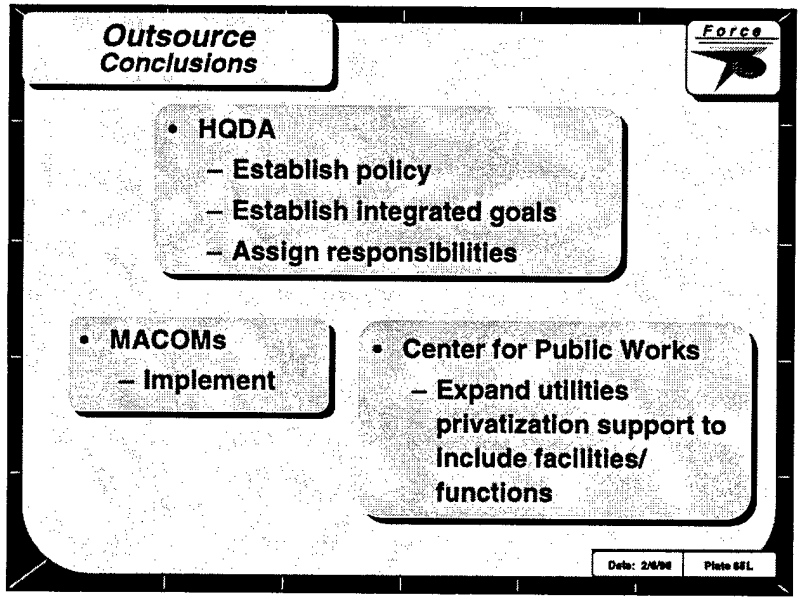

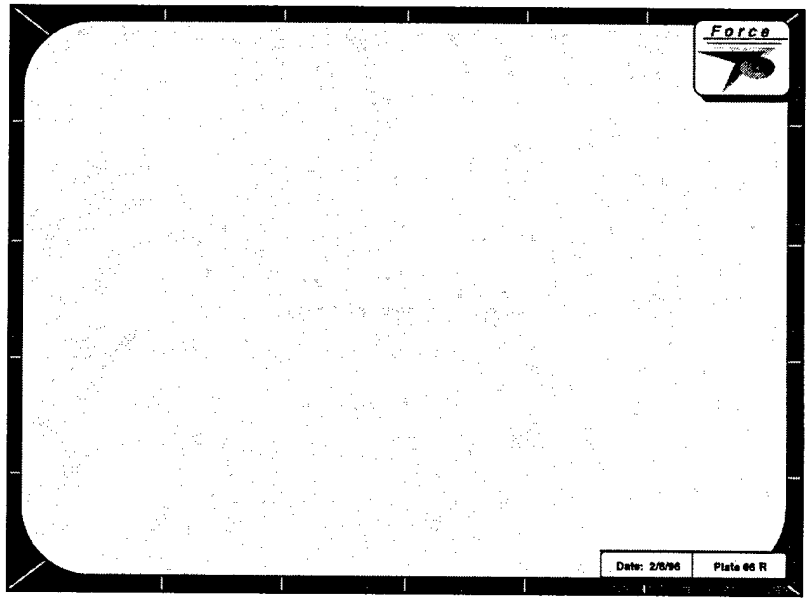

Your Notes

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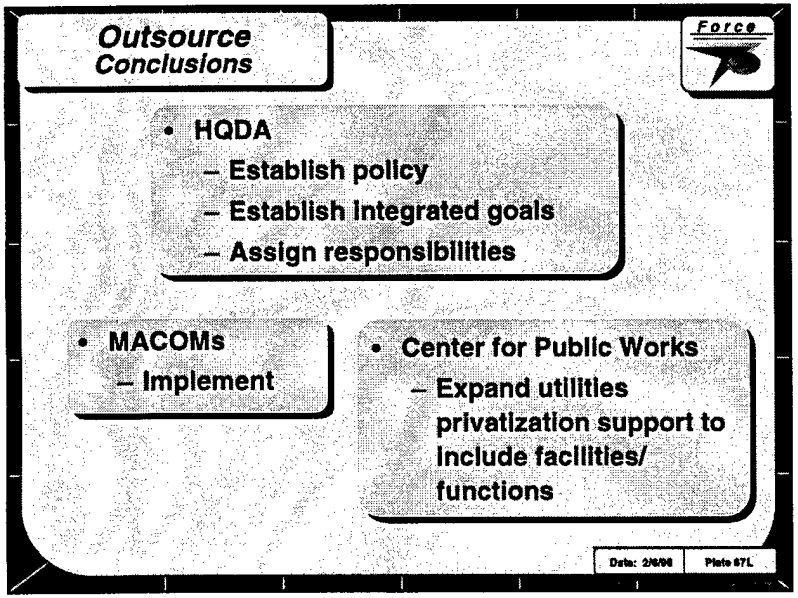

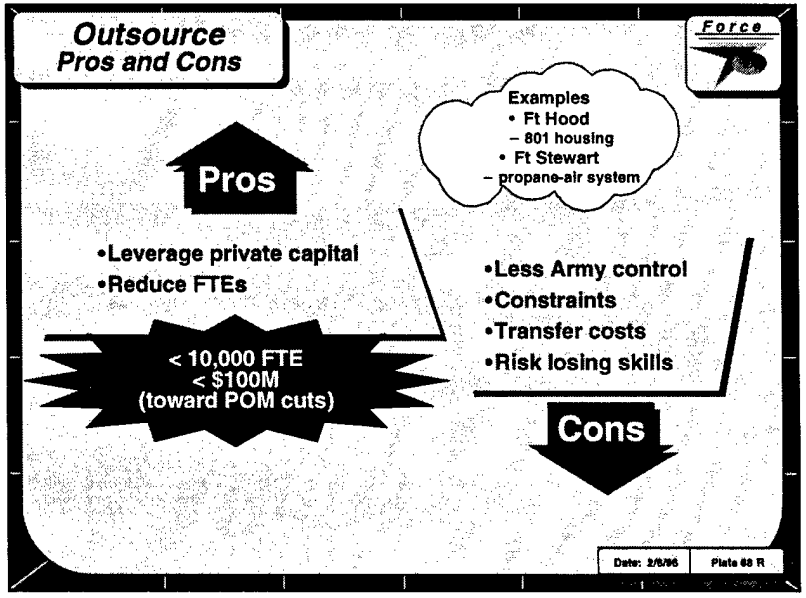

Your Notes

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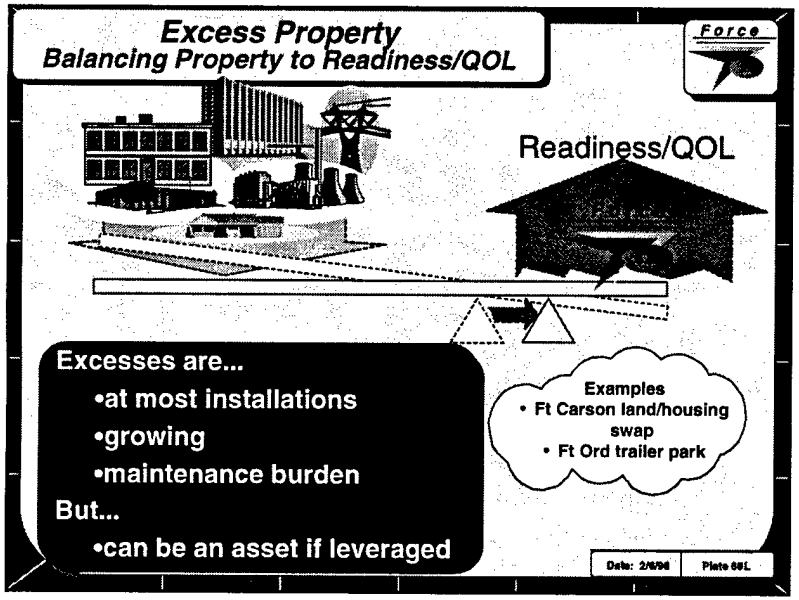

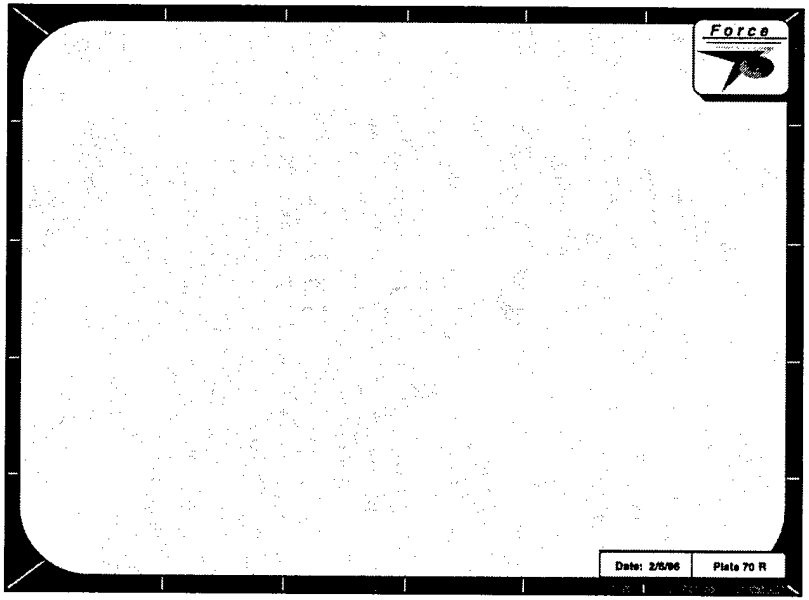

Your Notes

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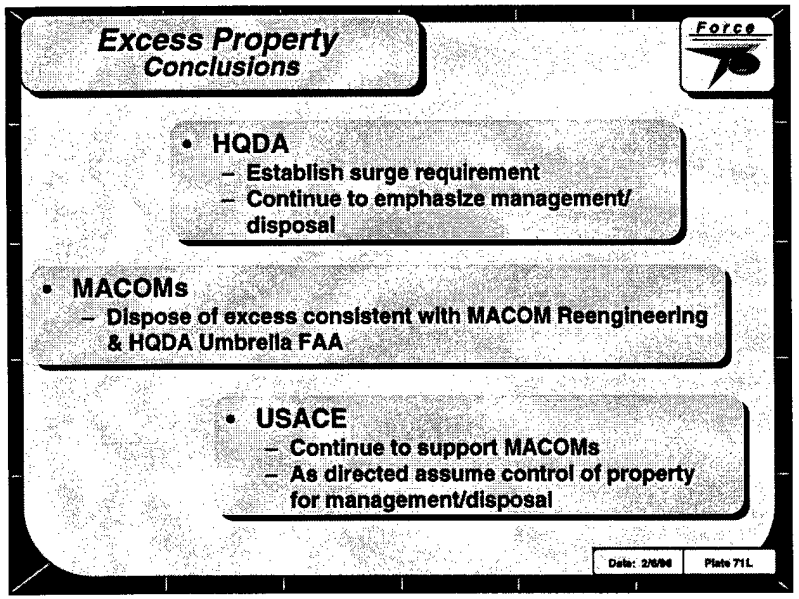

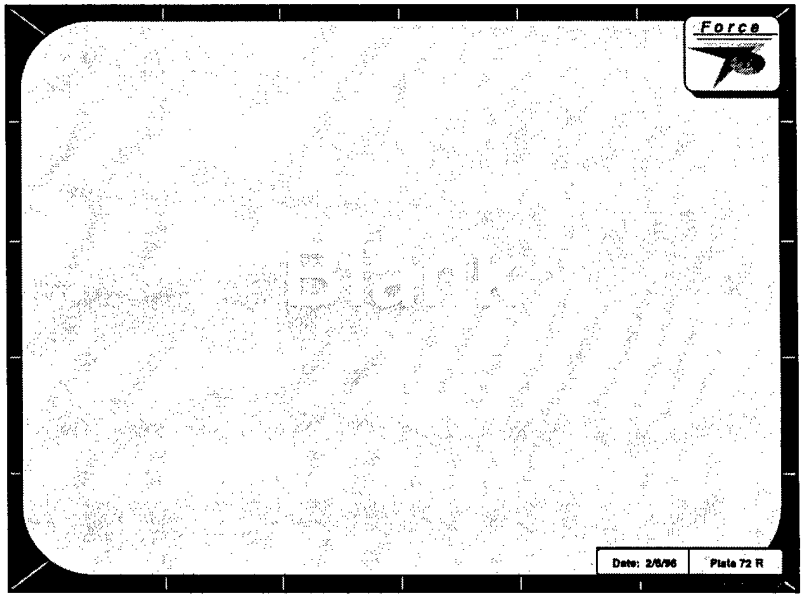

Your Notes

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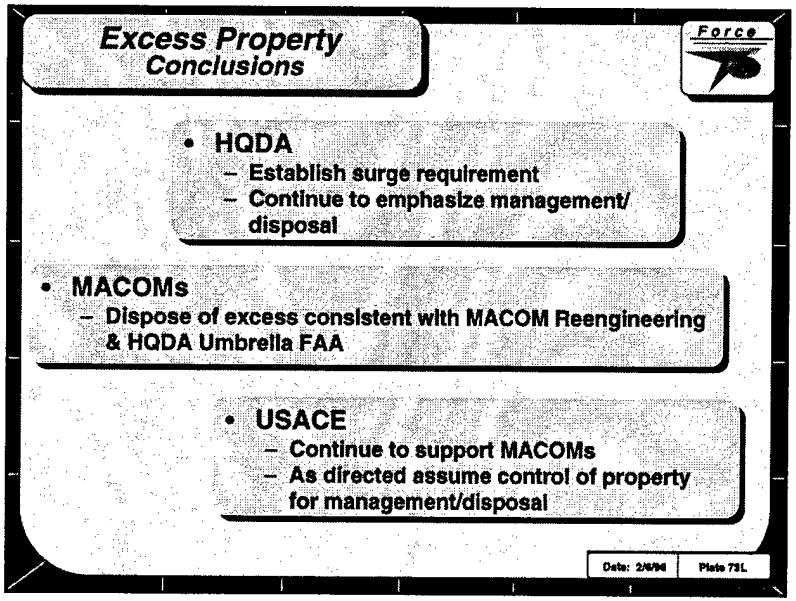

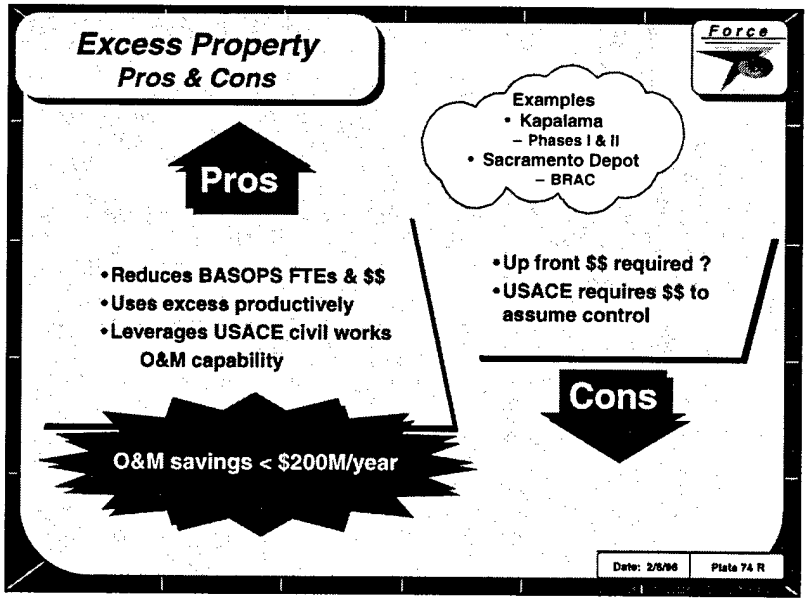

Your Notes

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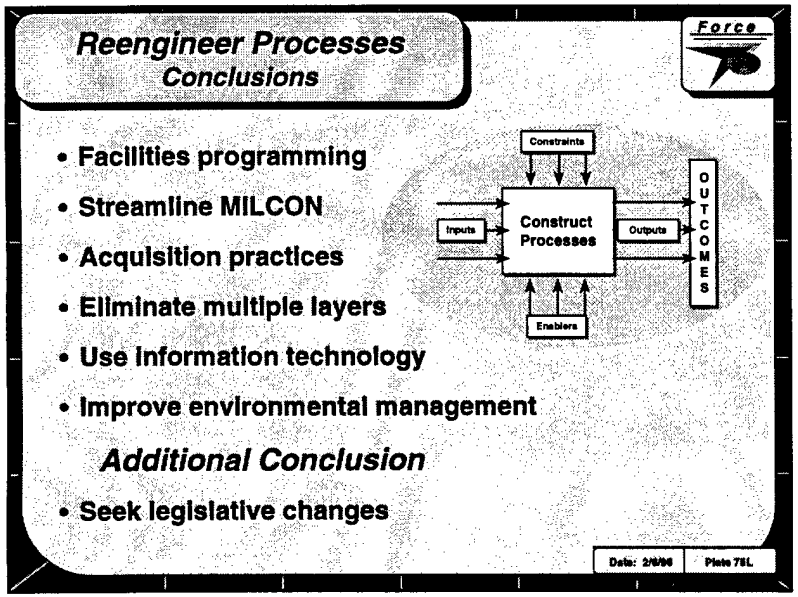

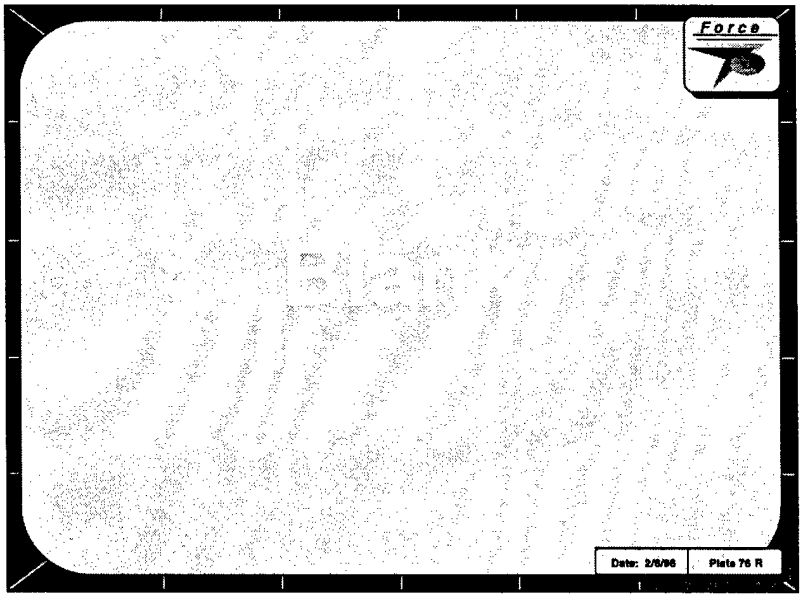

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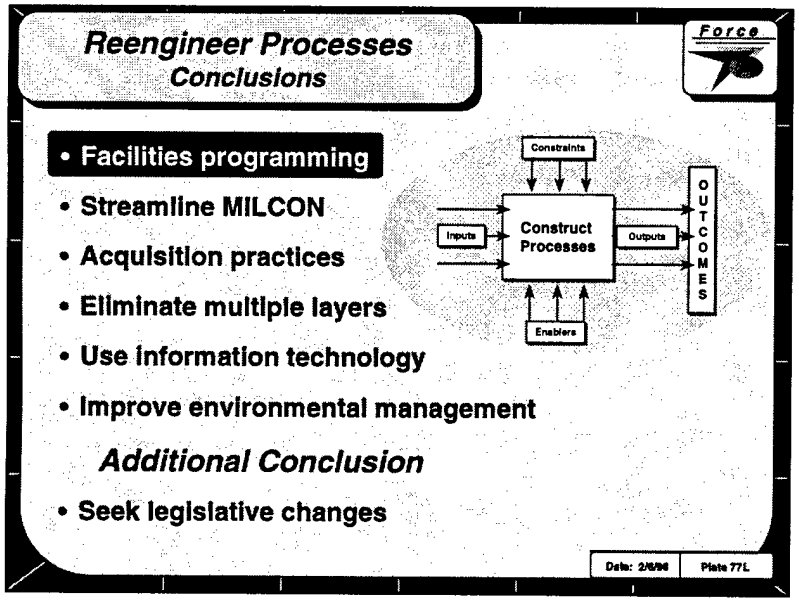

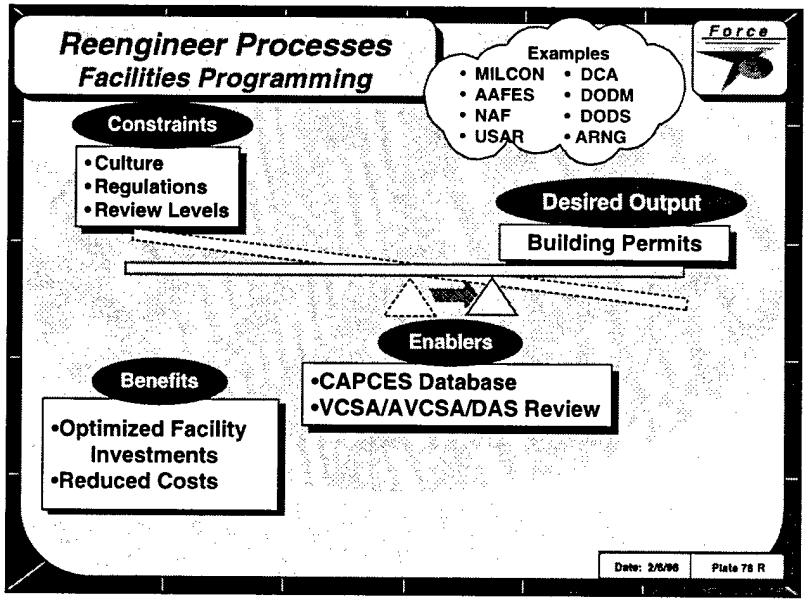

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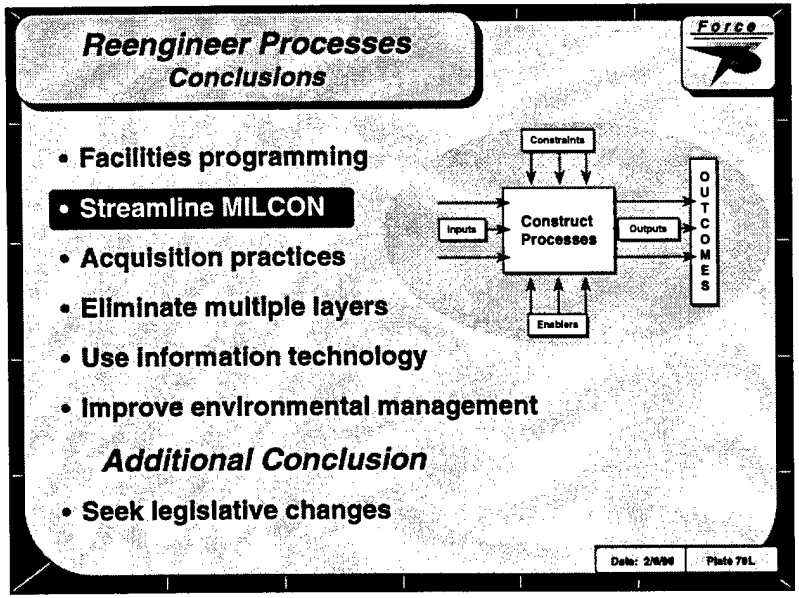

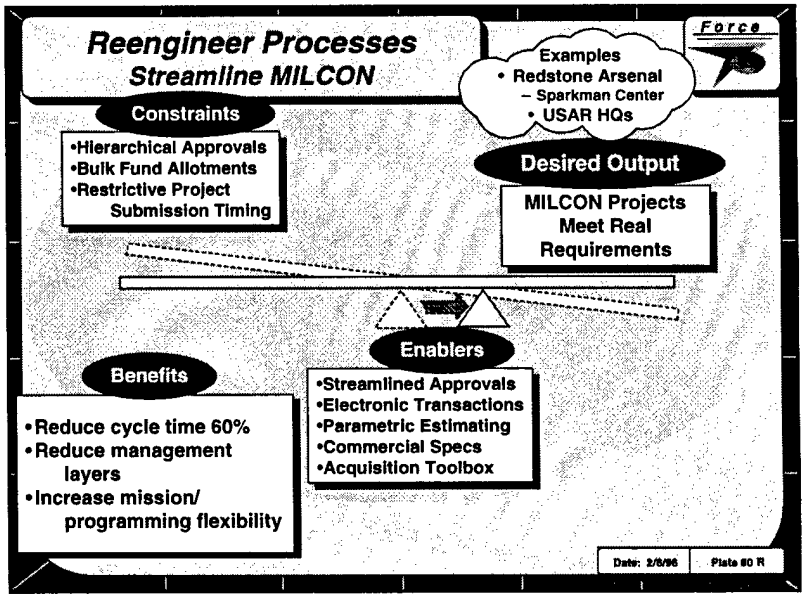

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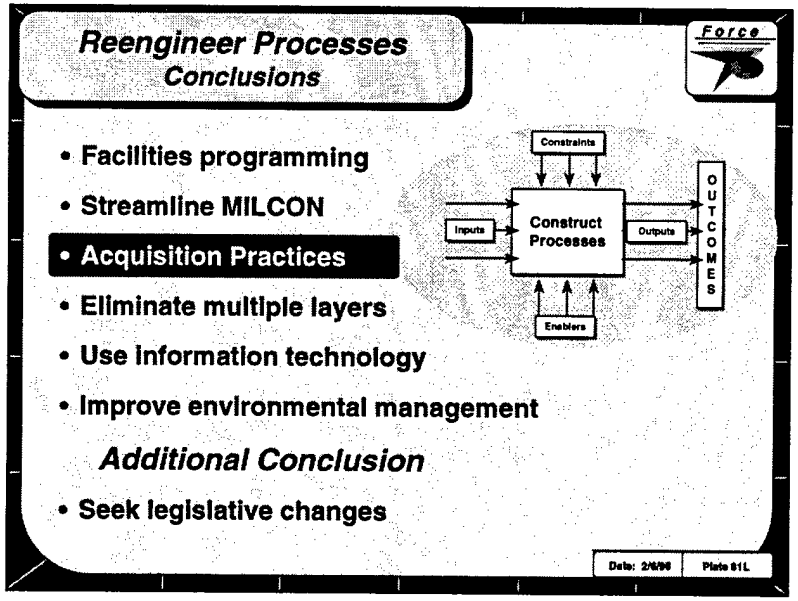

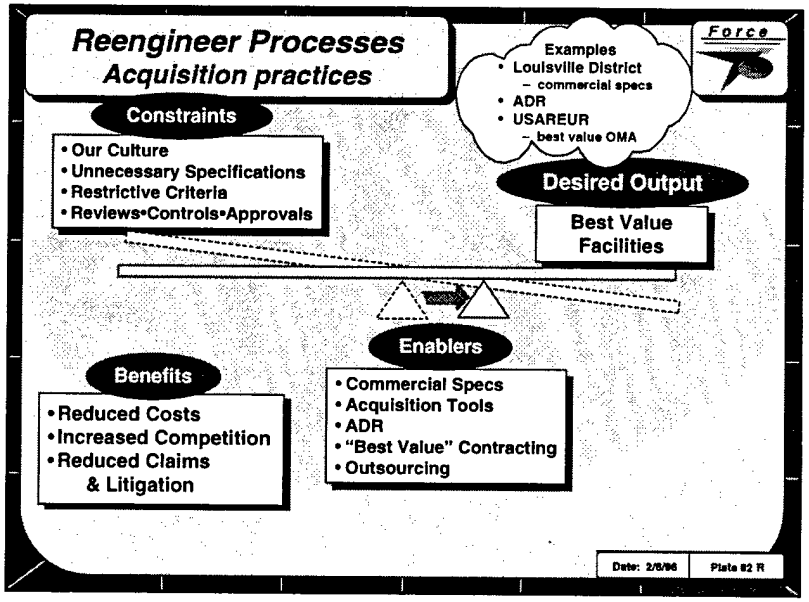

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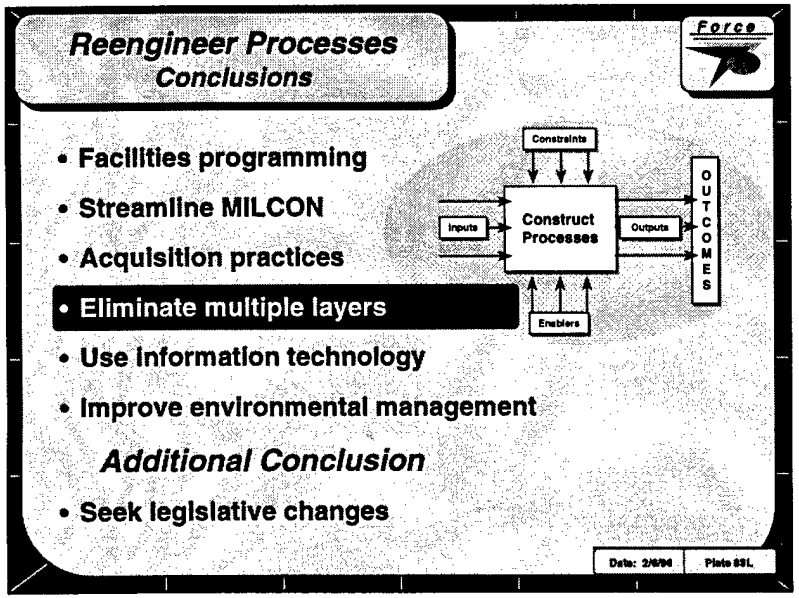

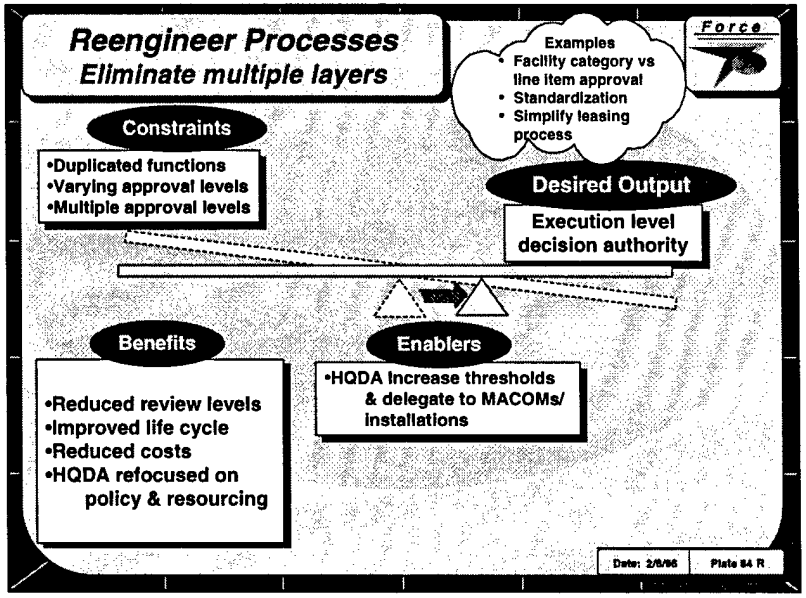

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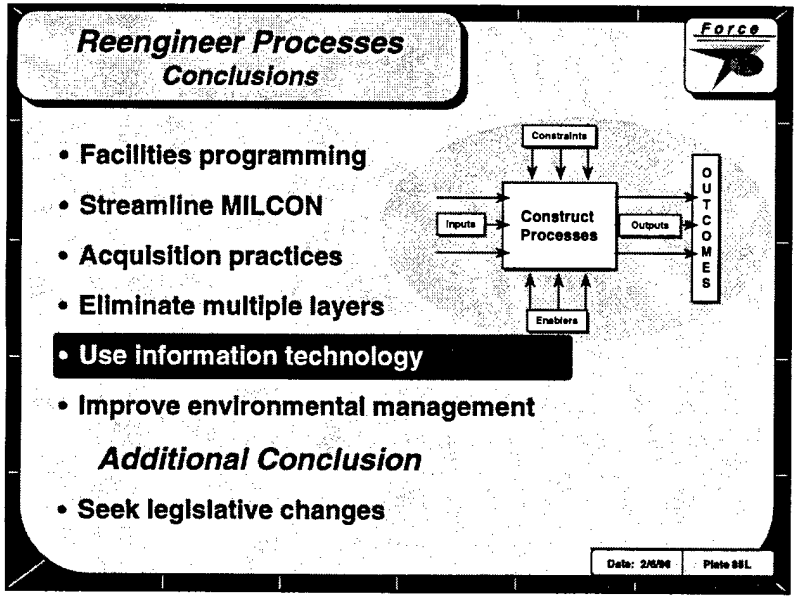

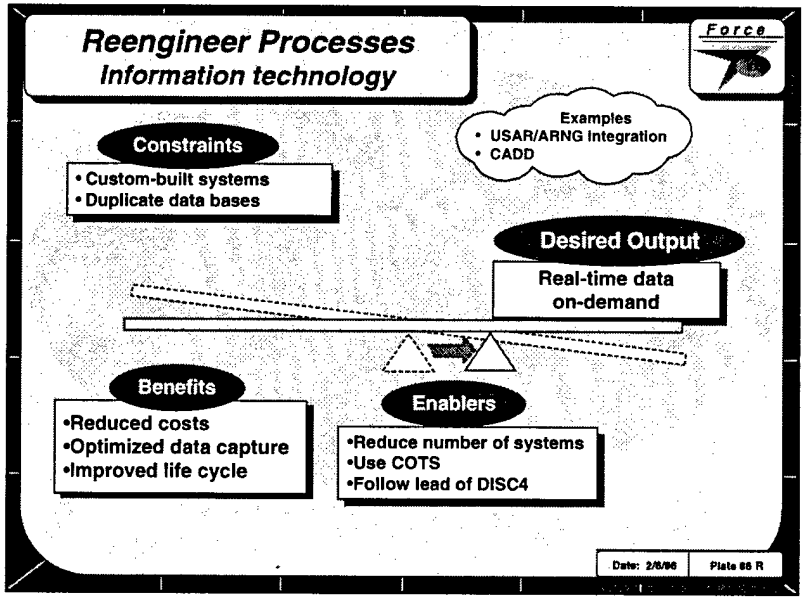

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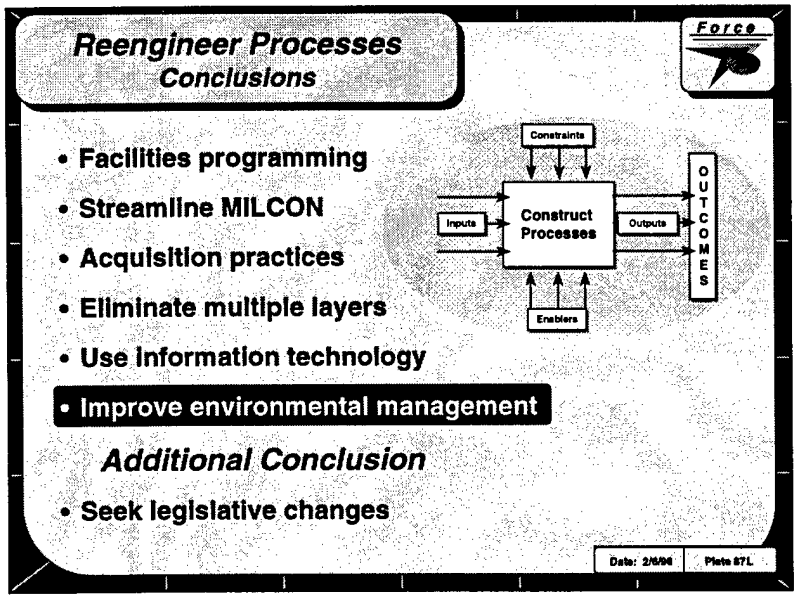

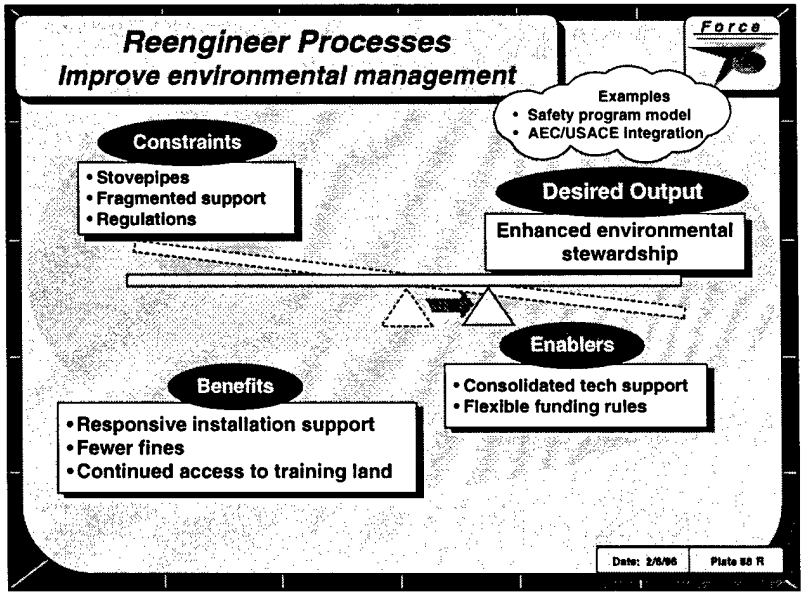

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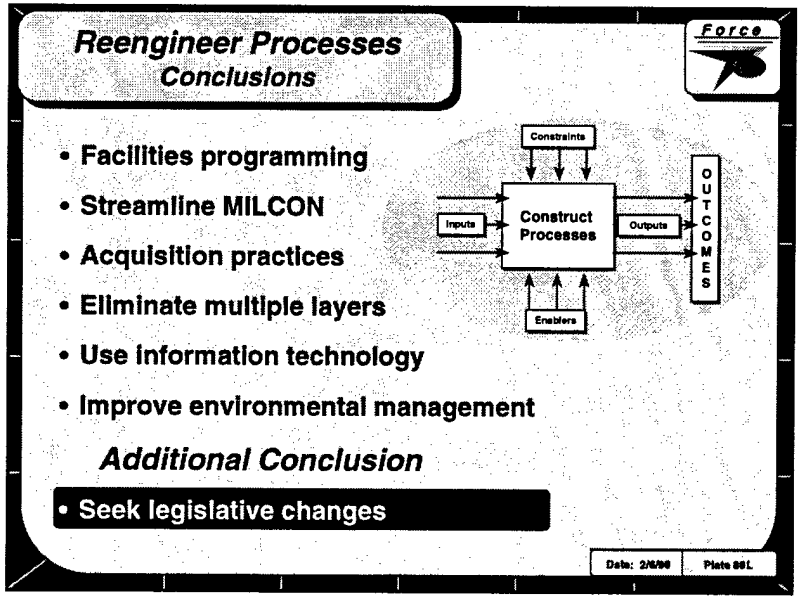

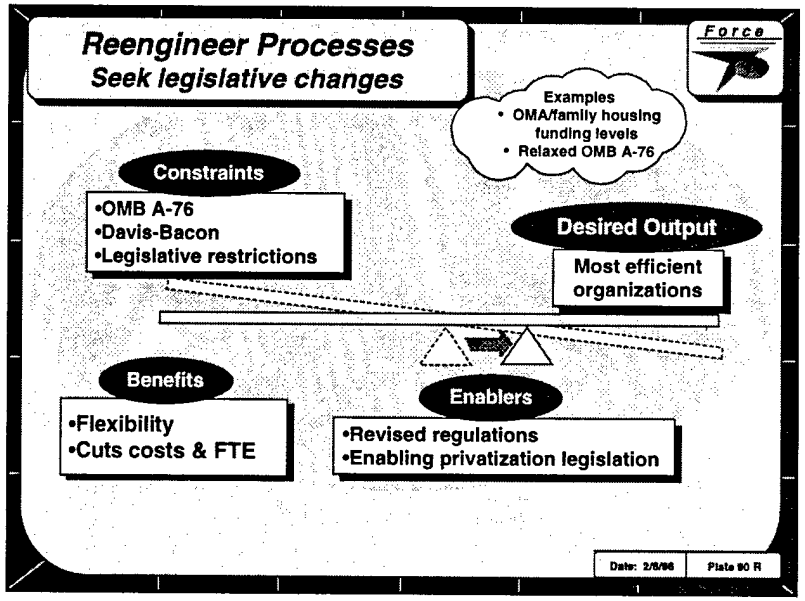

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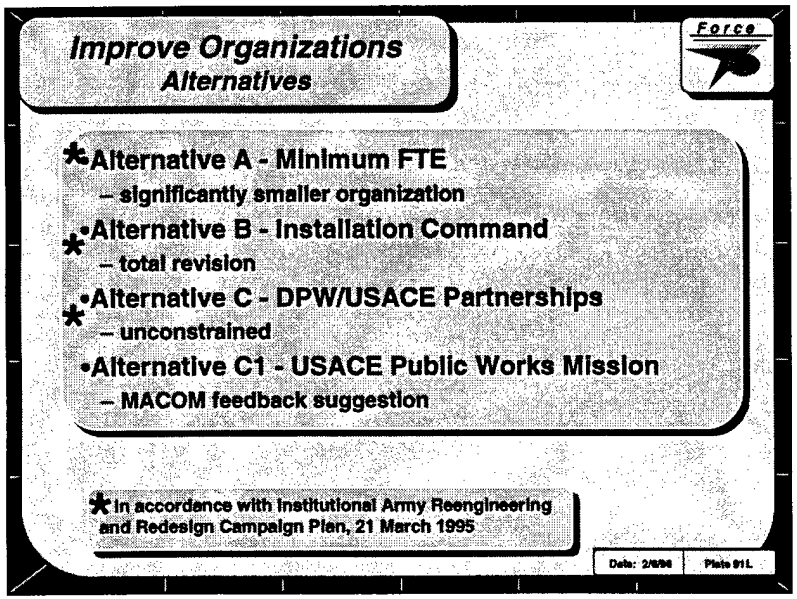

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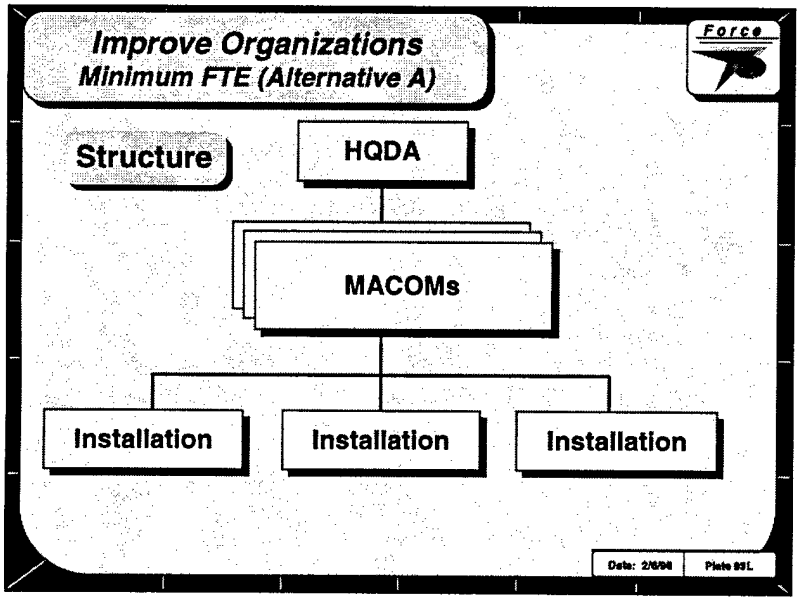

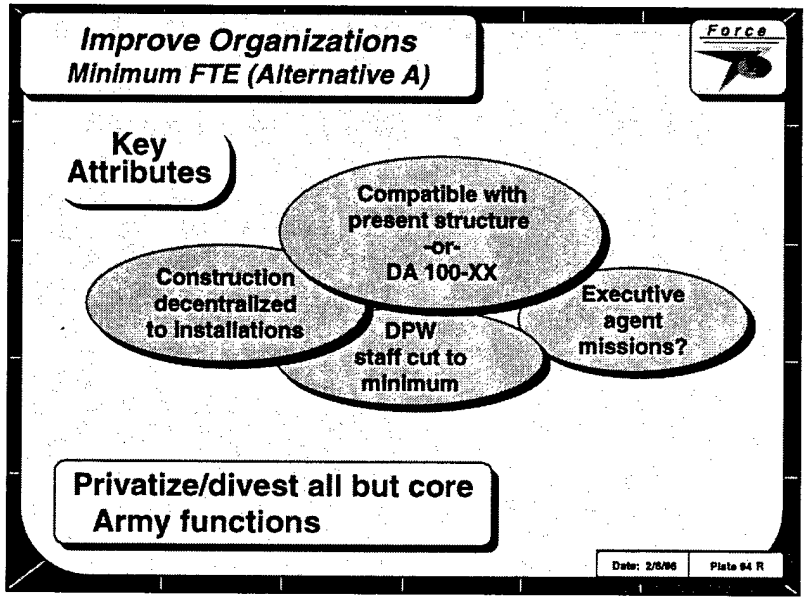

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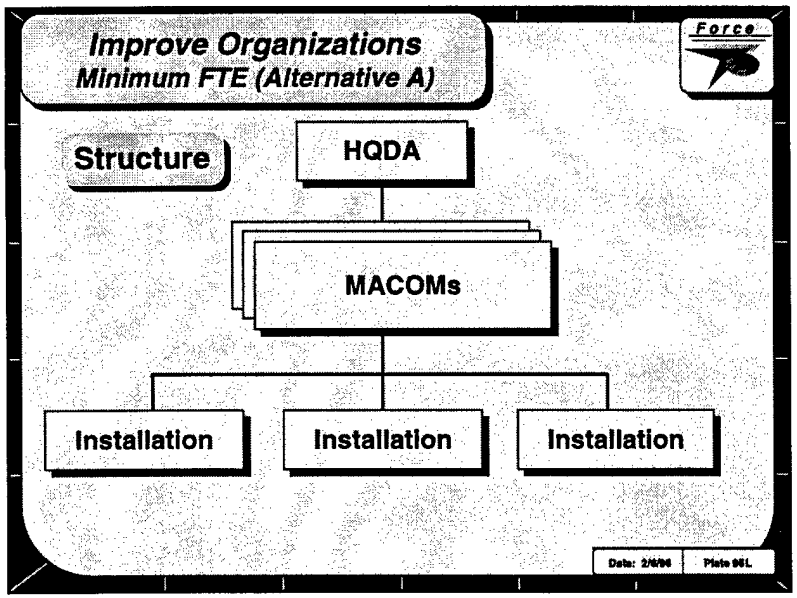

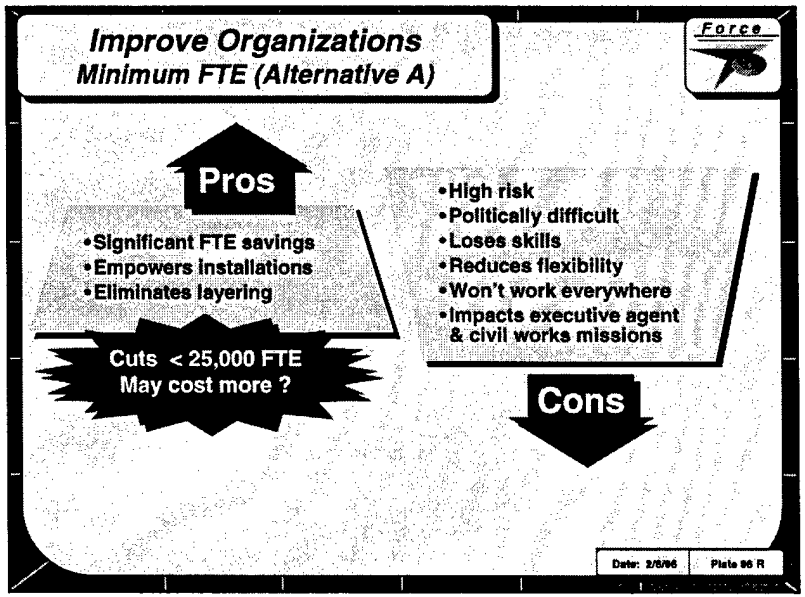

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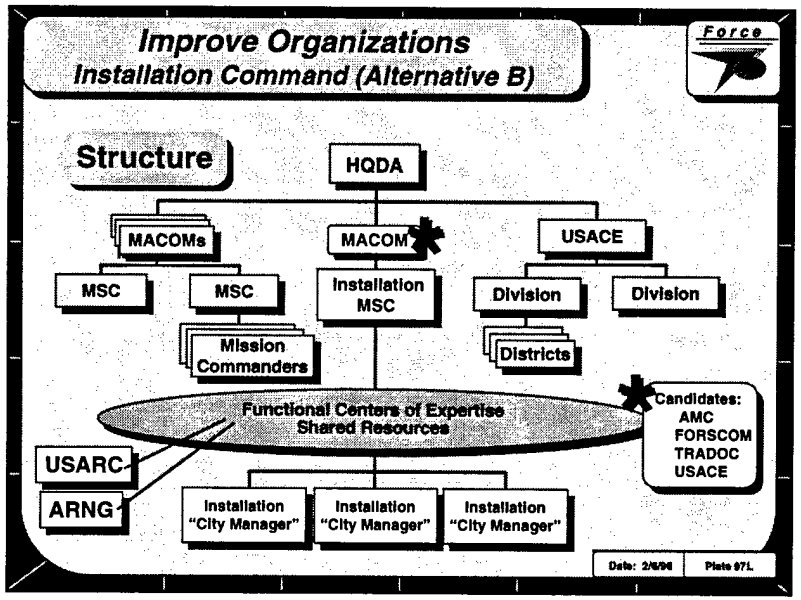

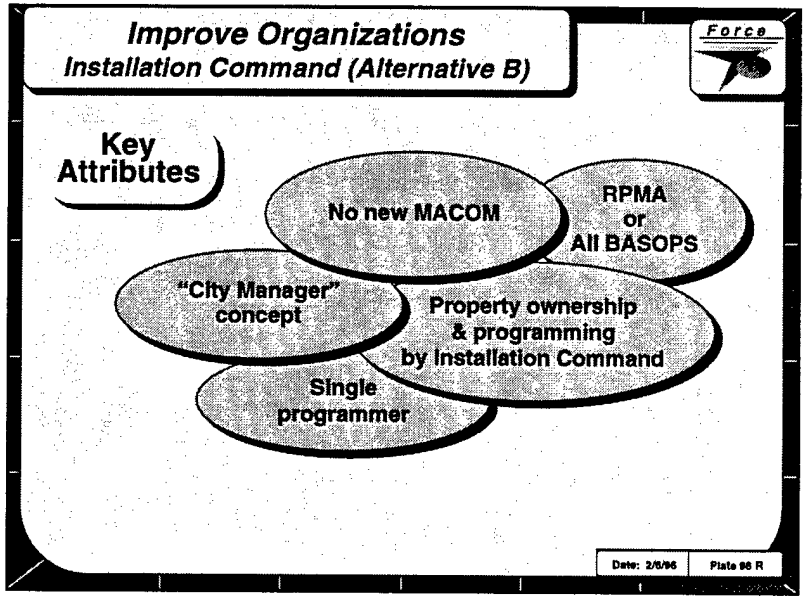

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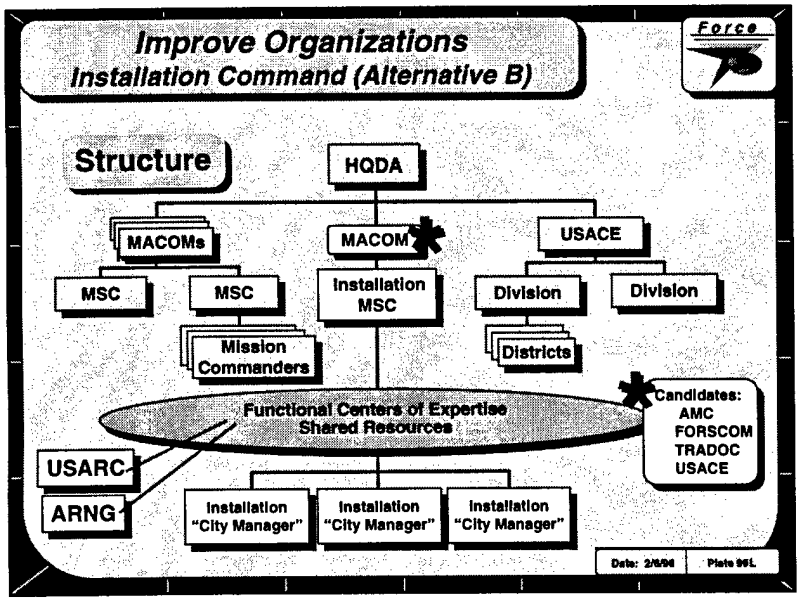

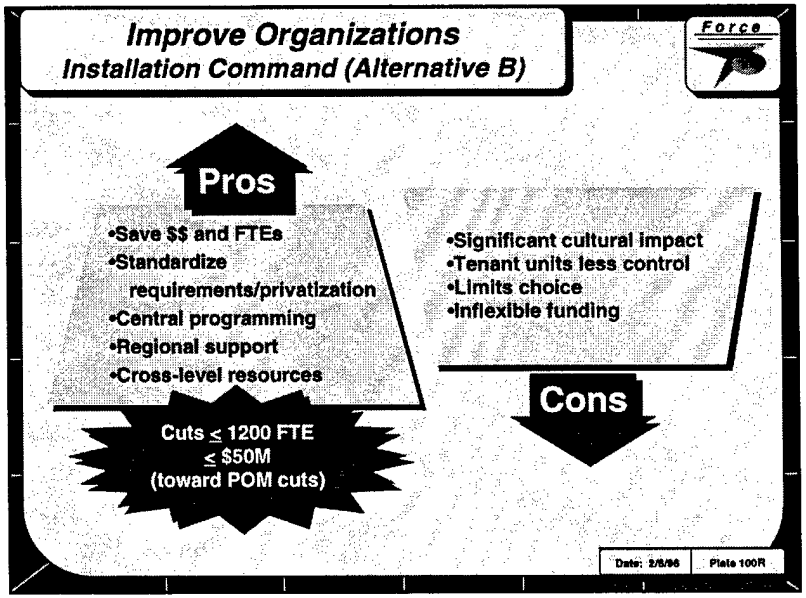

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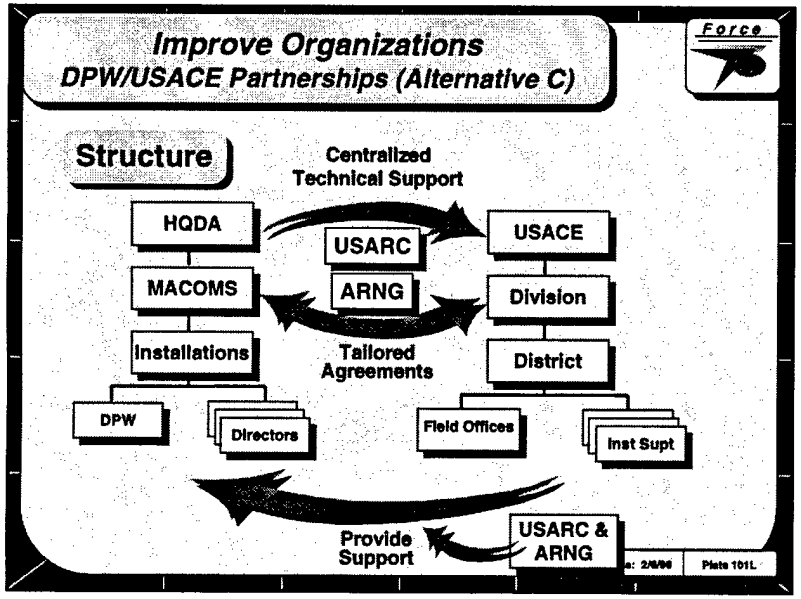

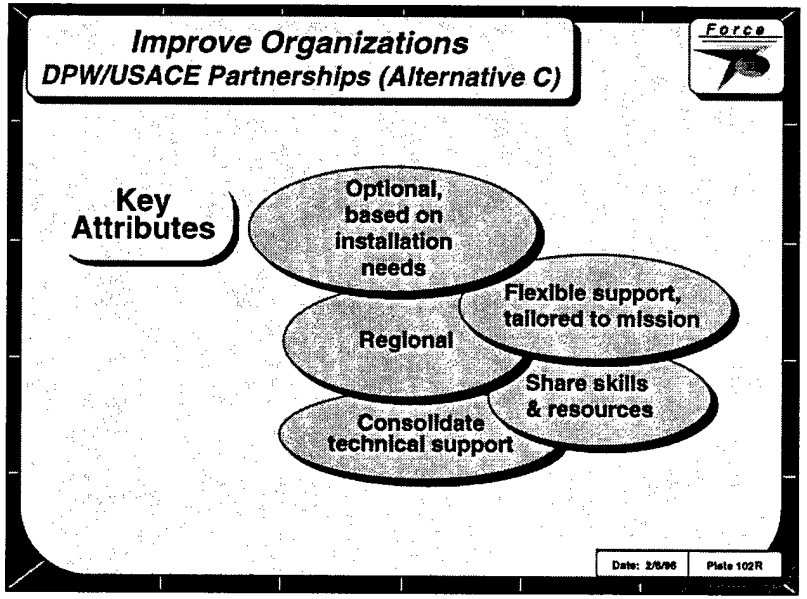

Your Notes

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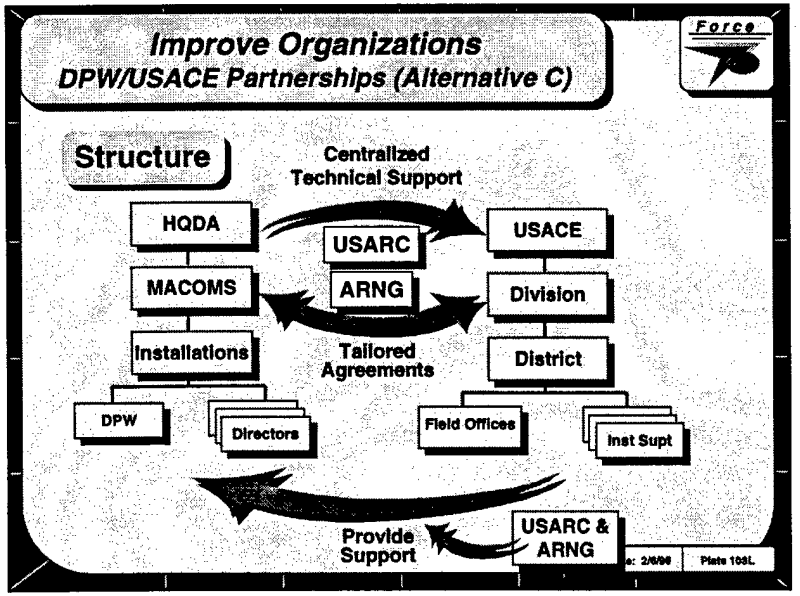

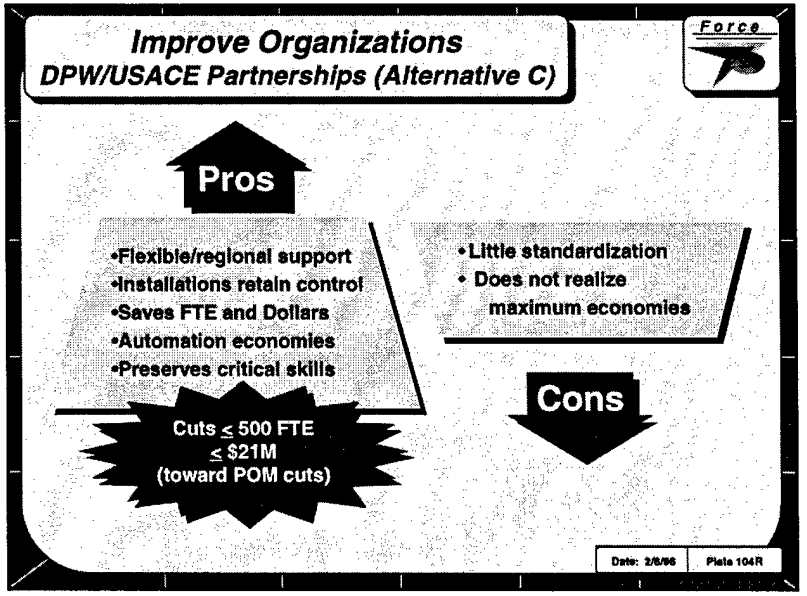

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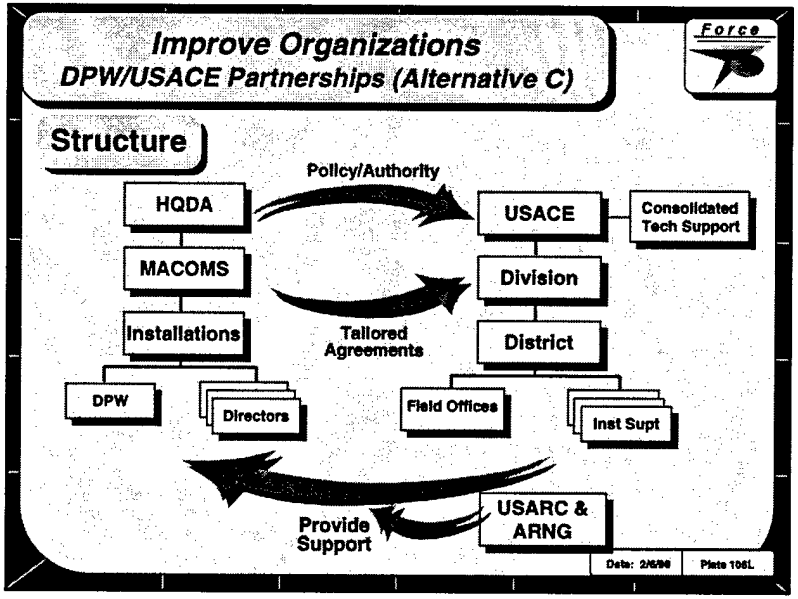

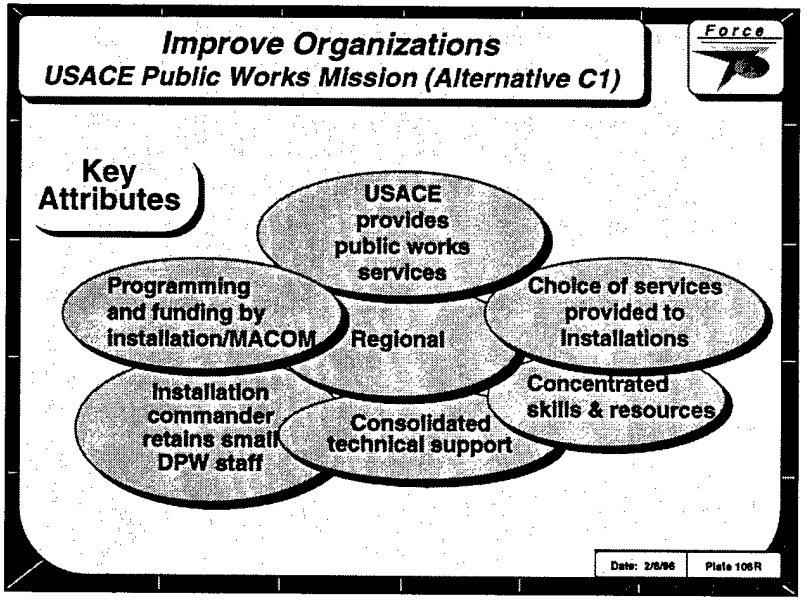

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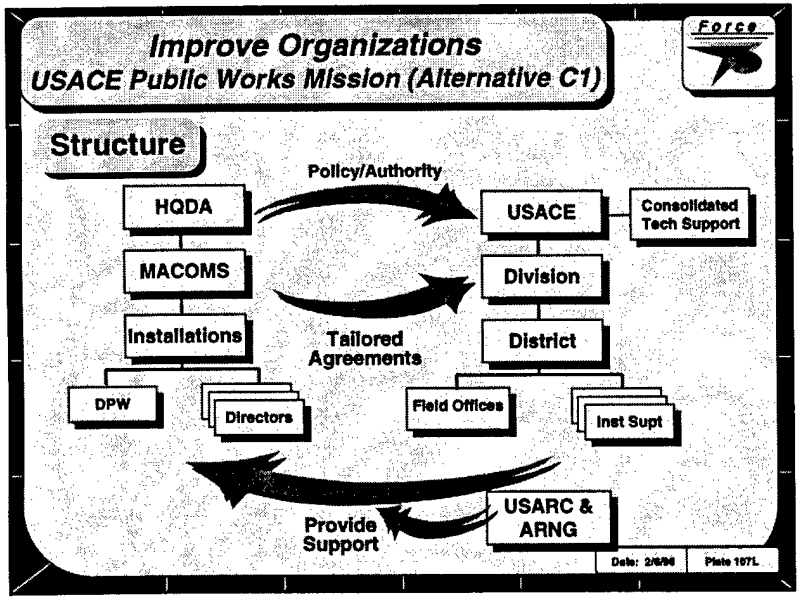

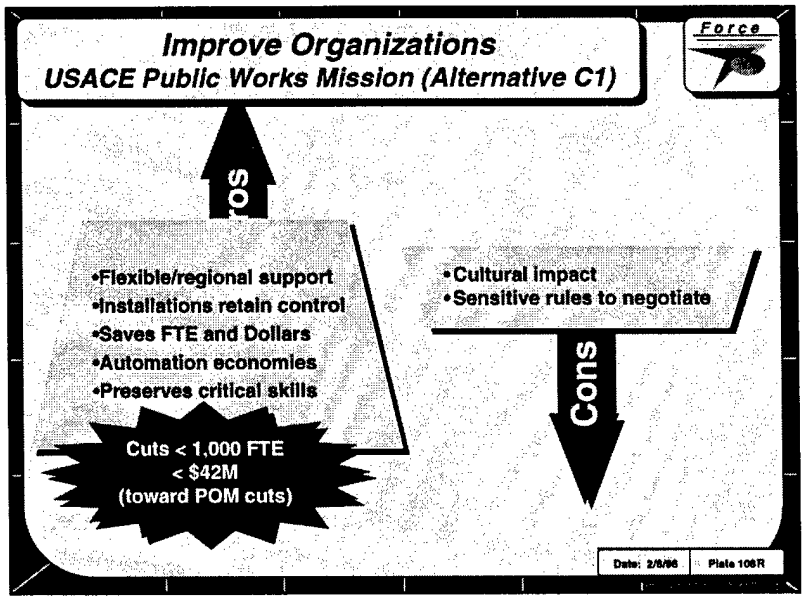

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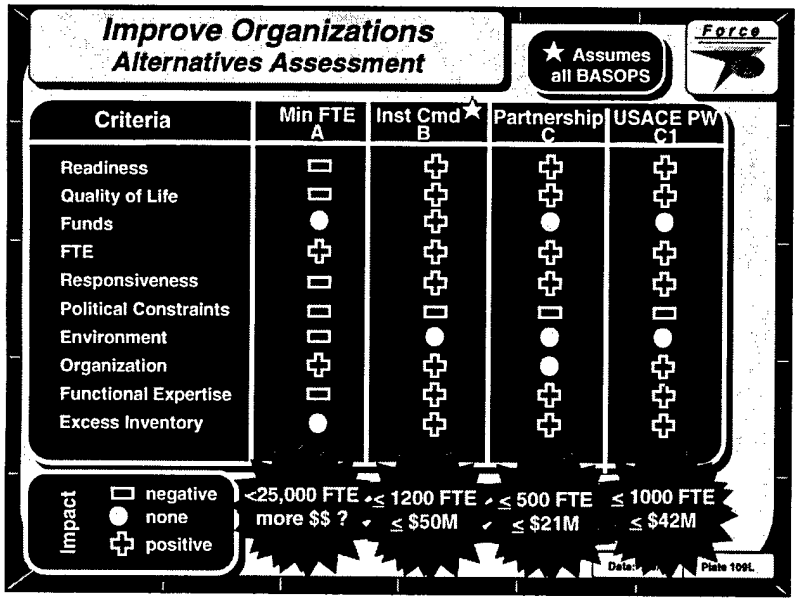

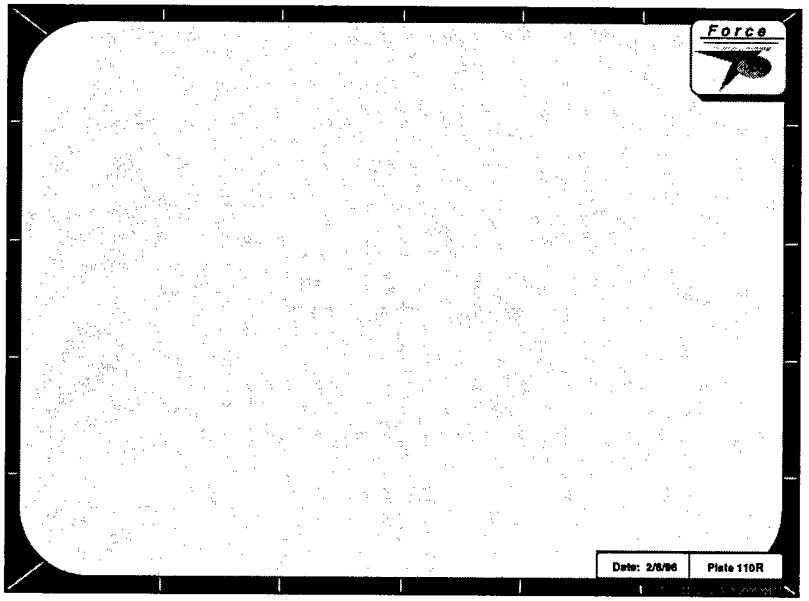

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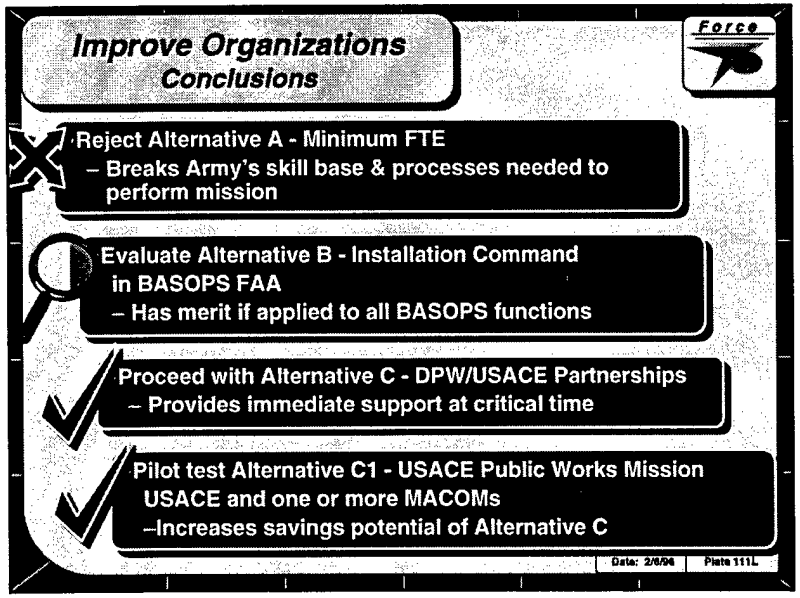

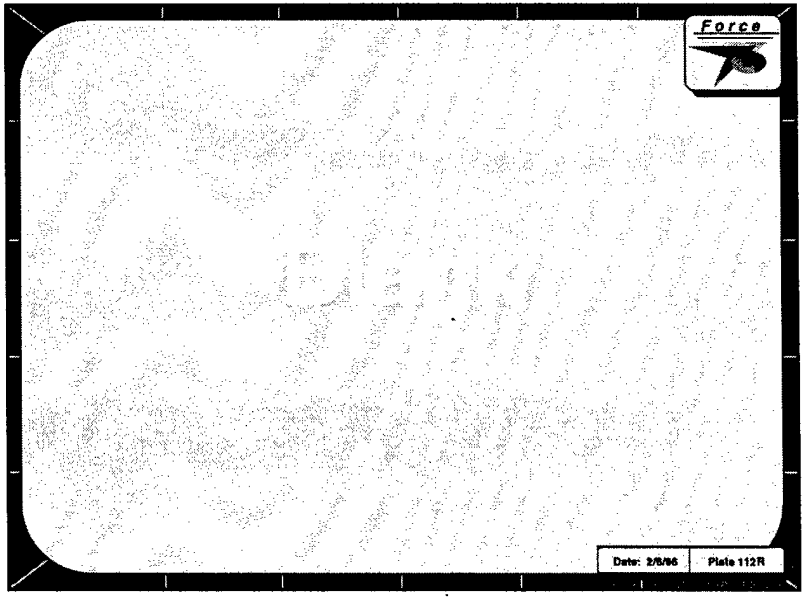

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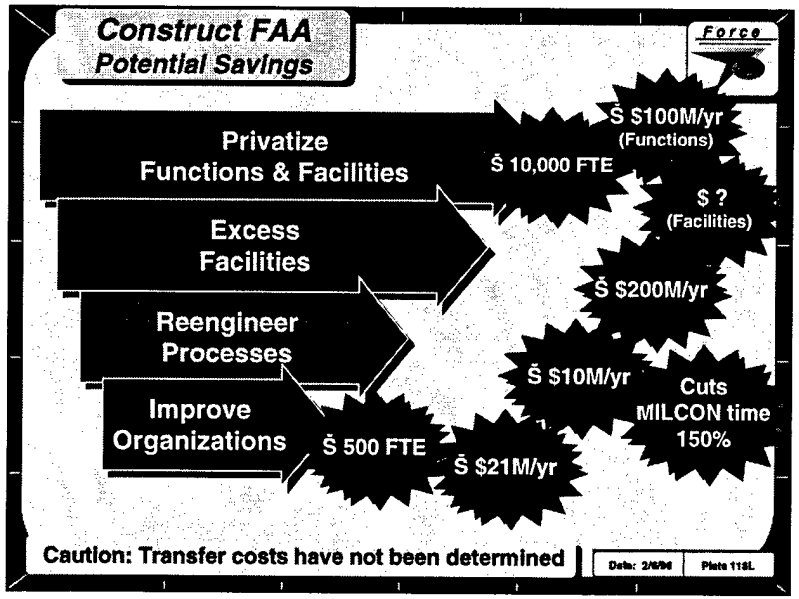

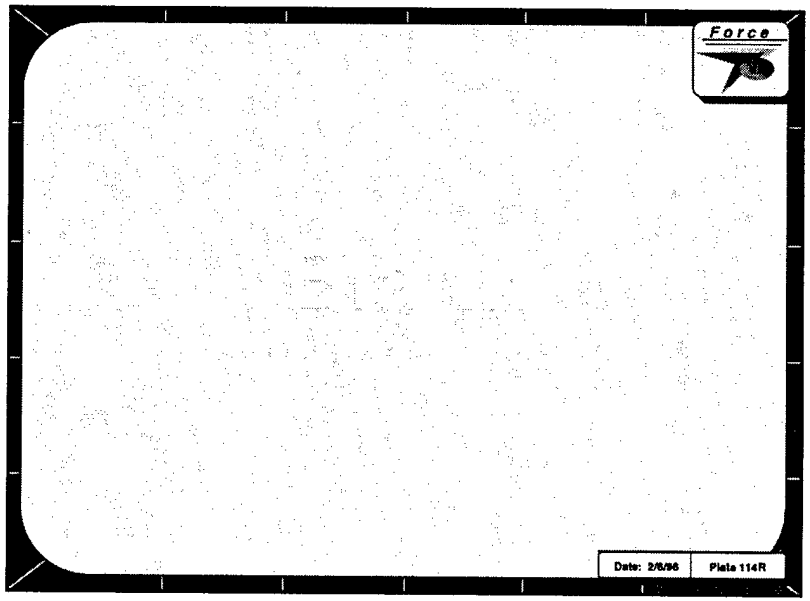

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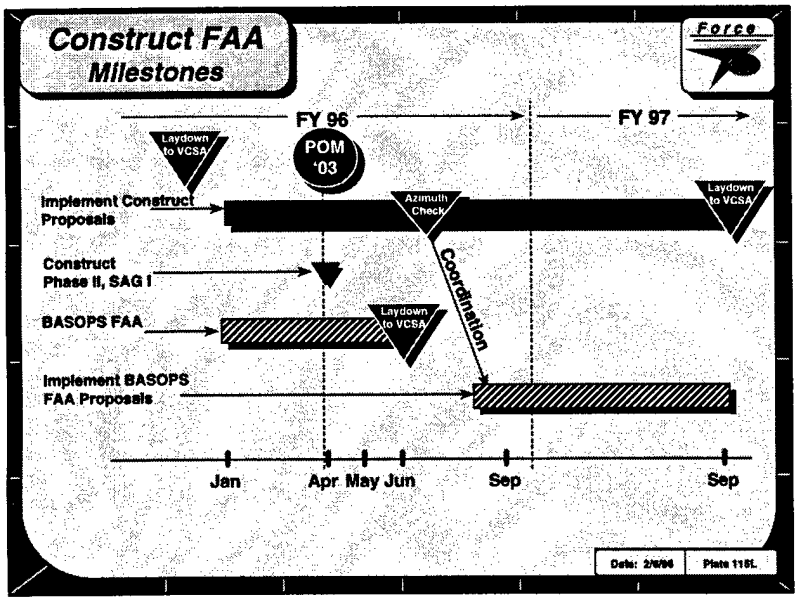

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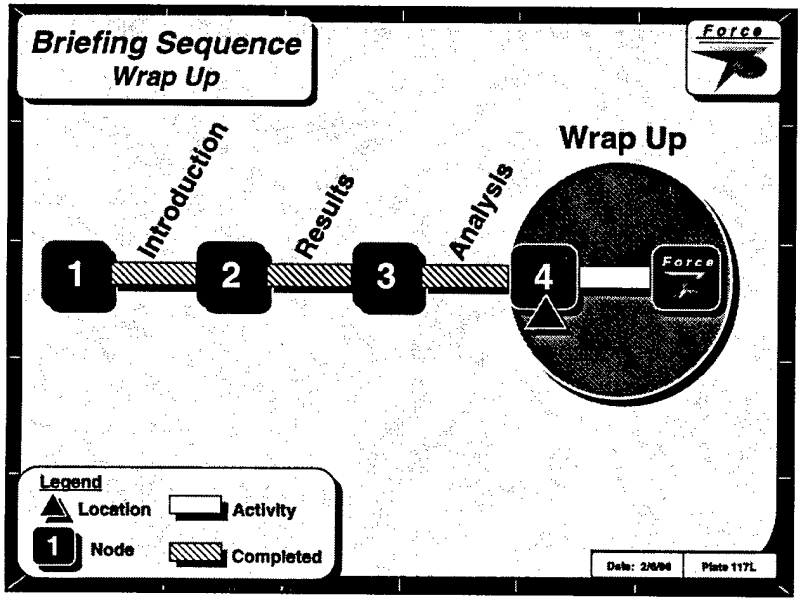

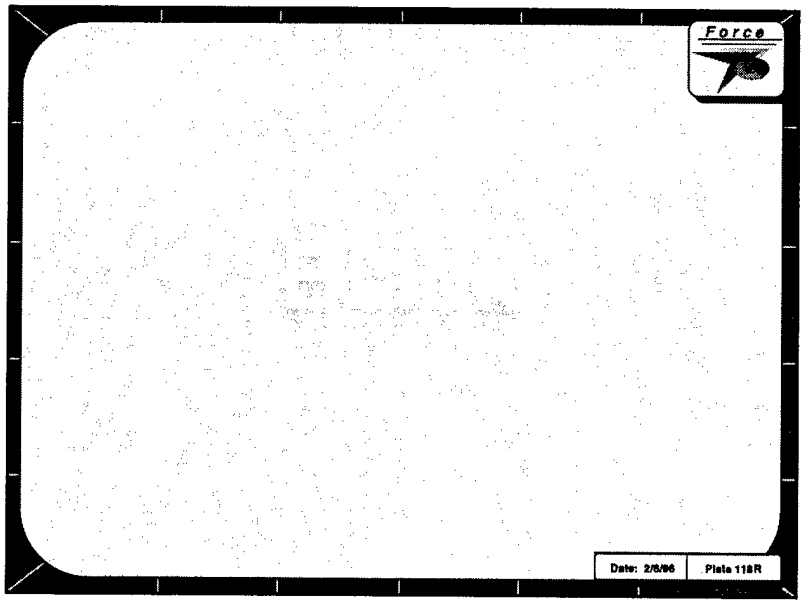

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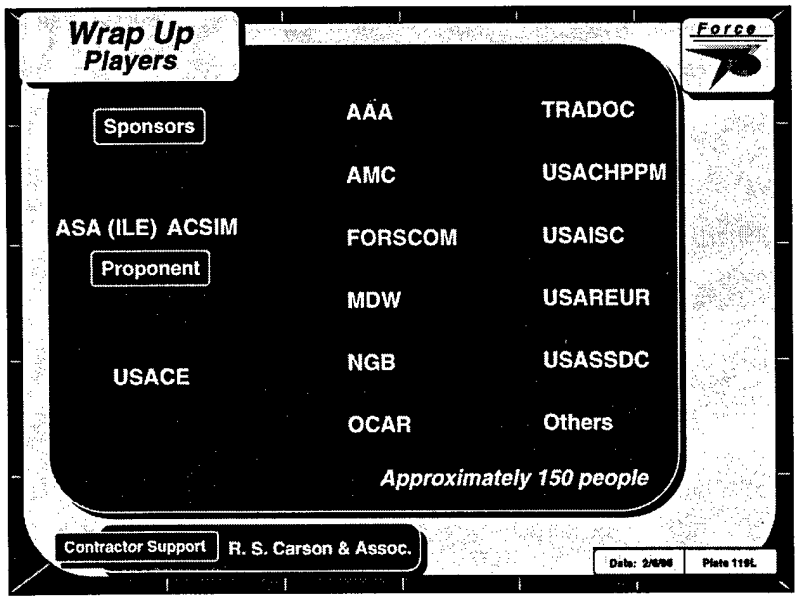

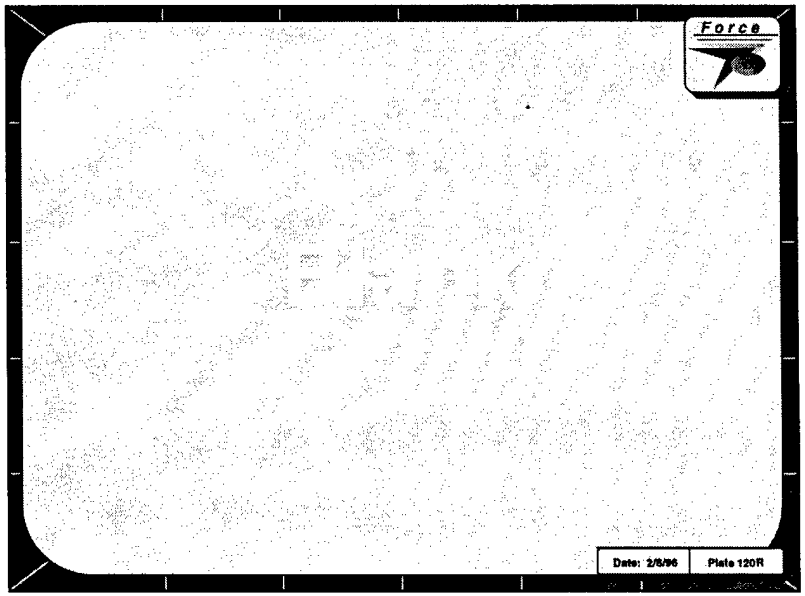

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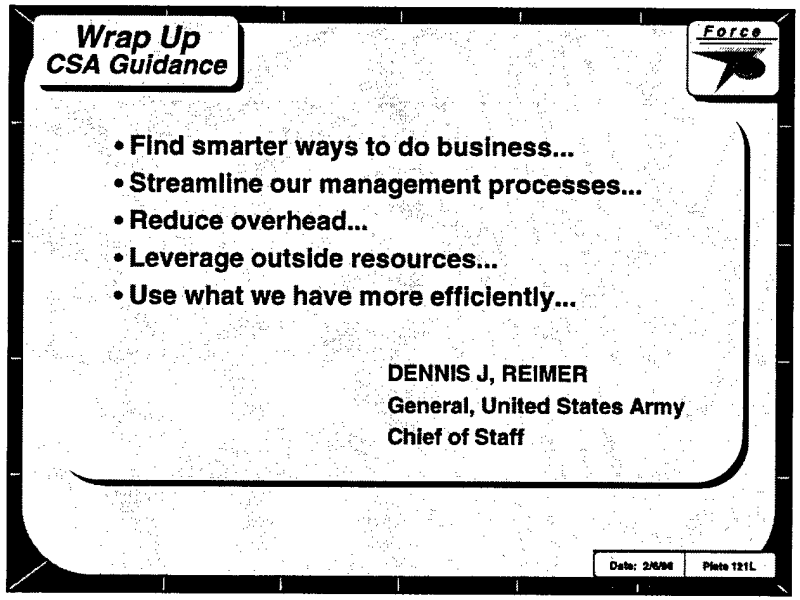

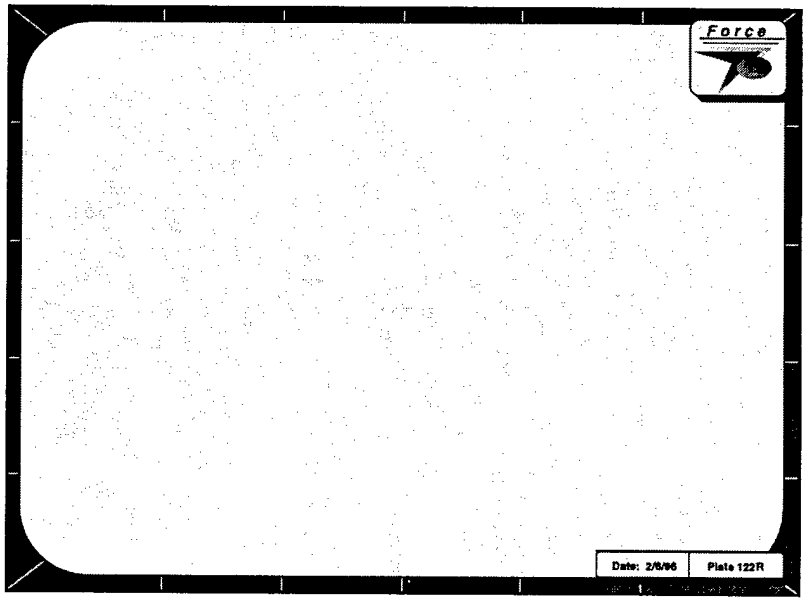

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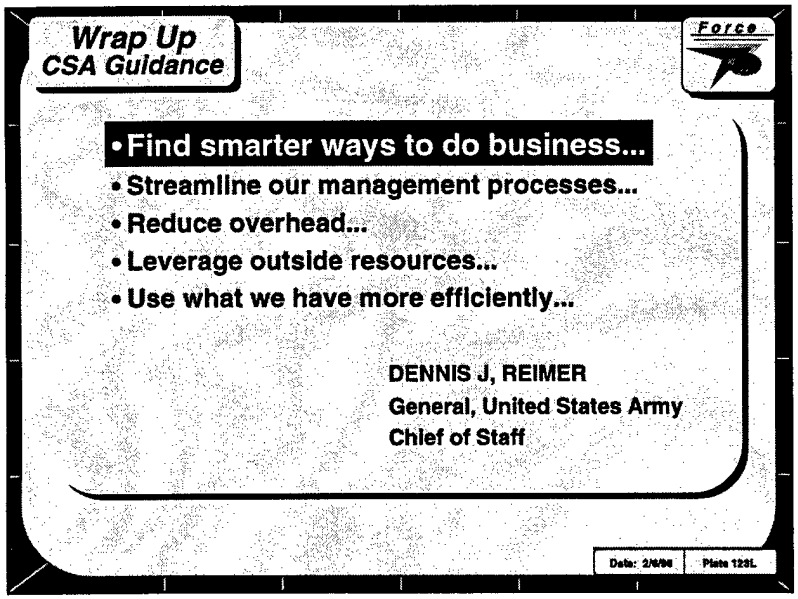

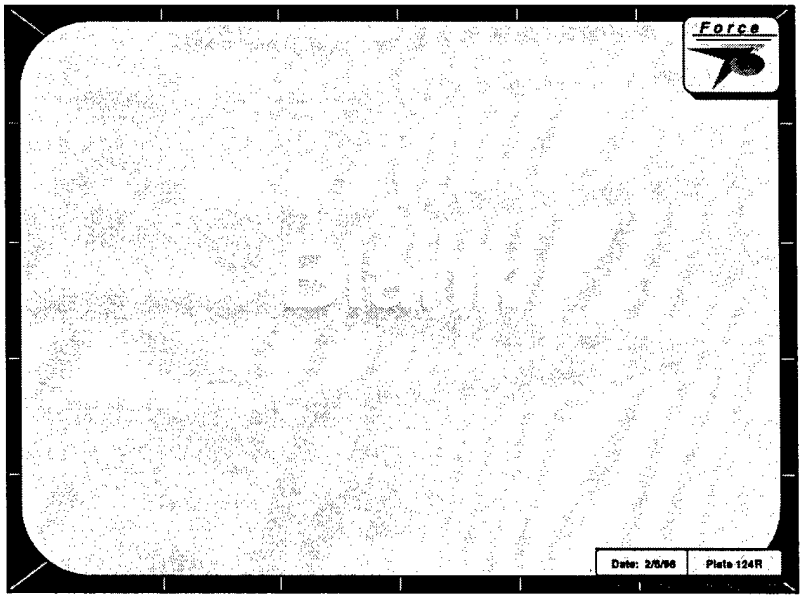

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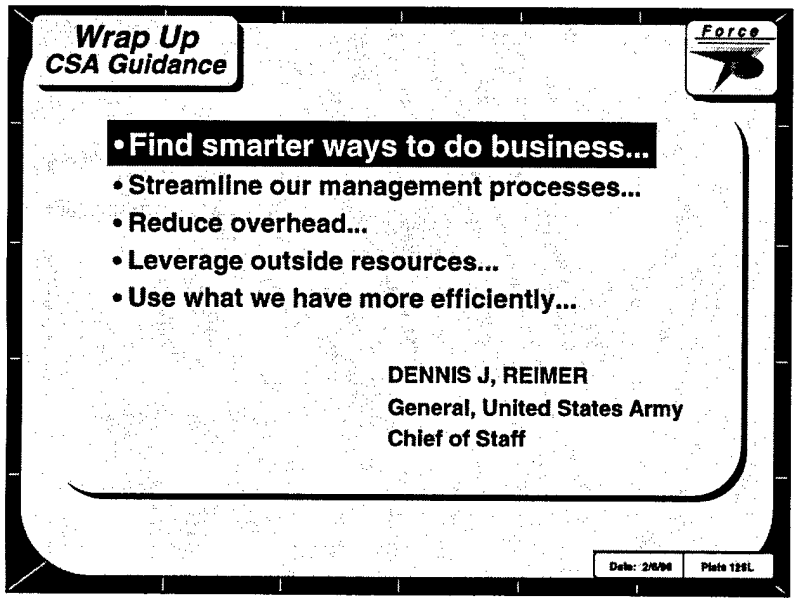

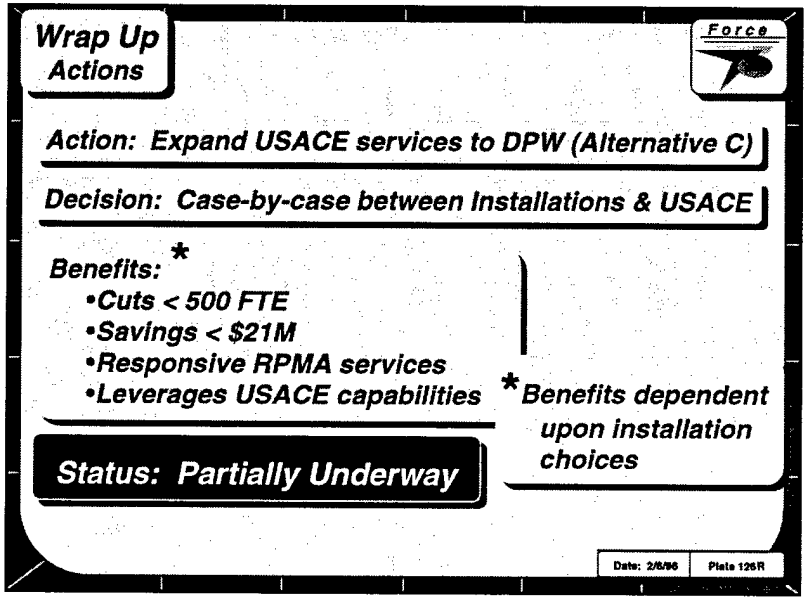

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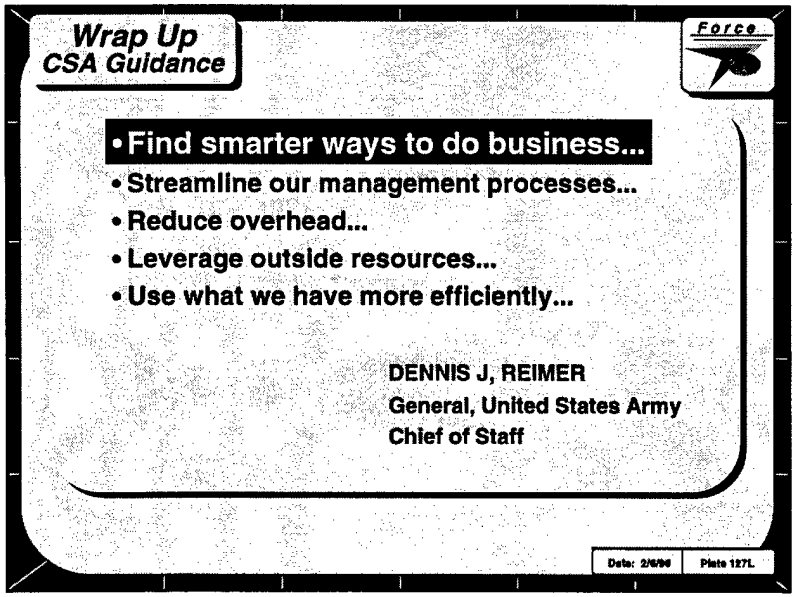

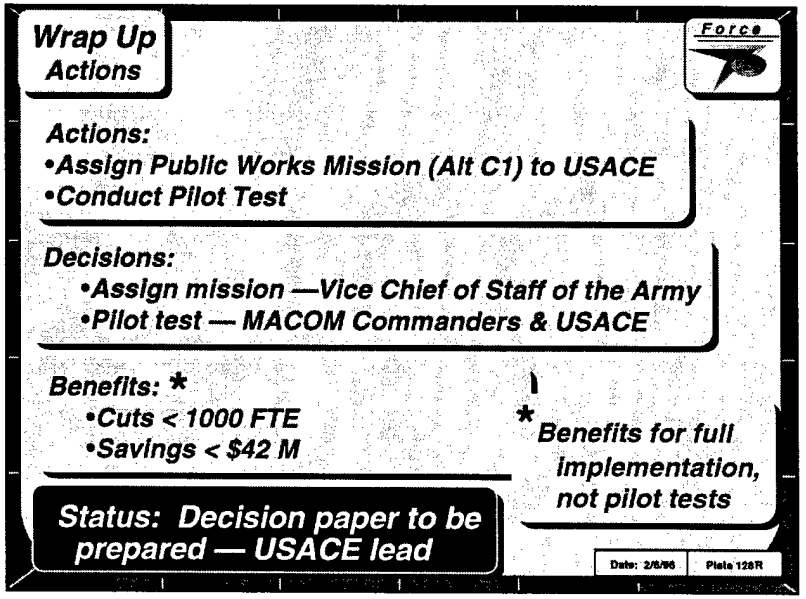

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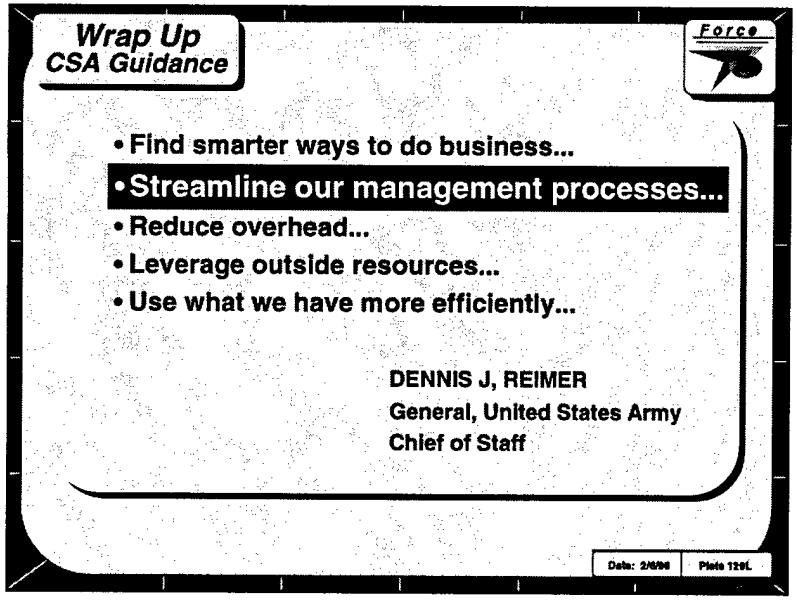

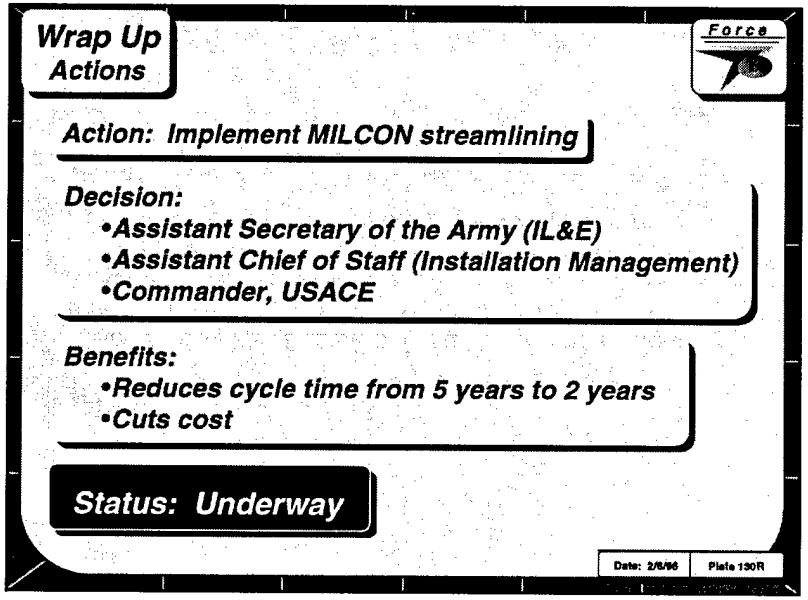

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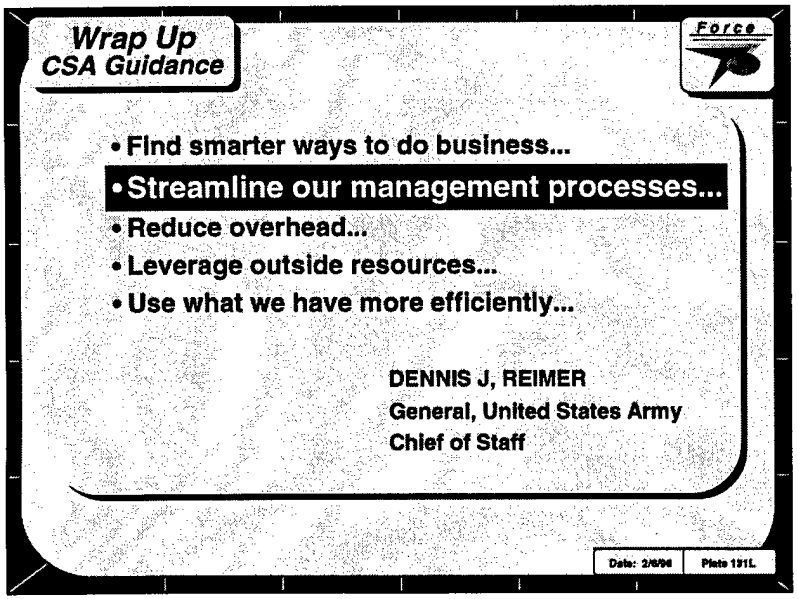

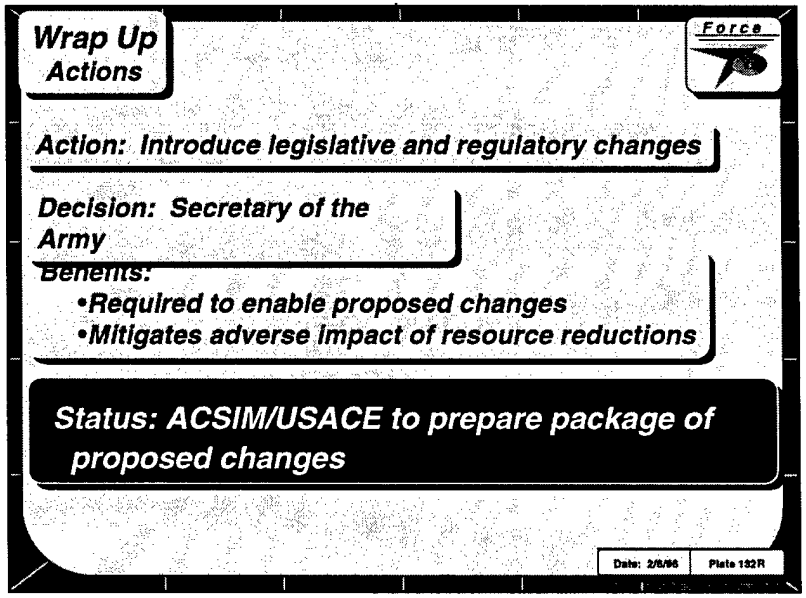

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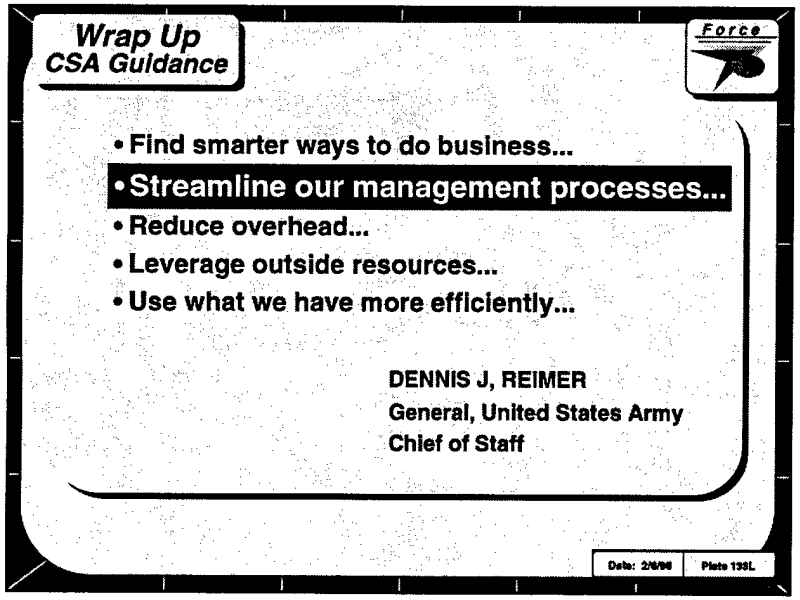

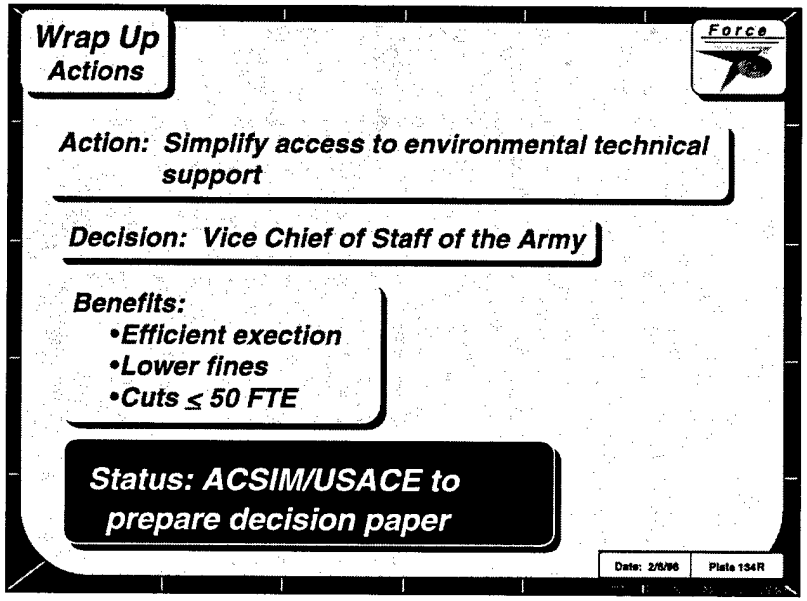

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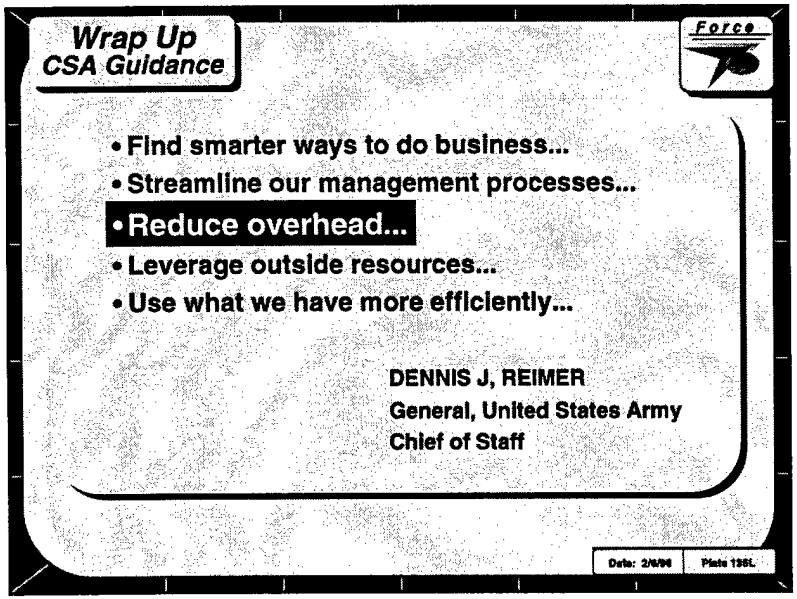

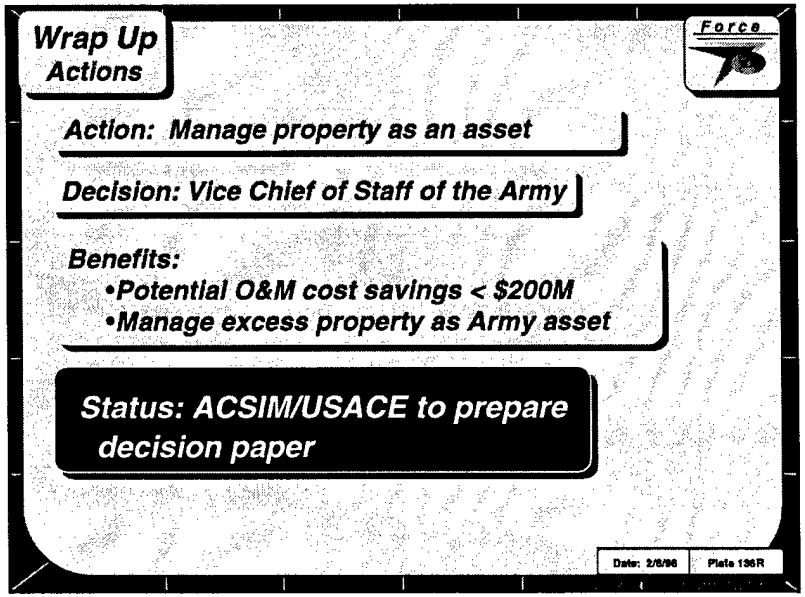

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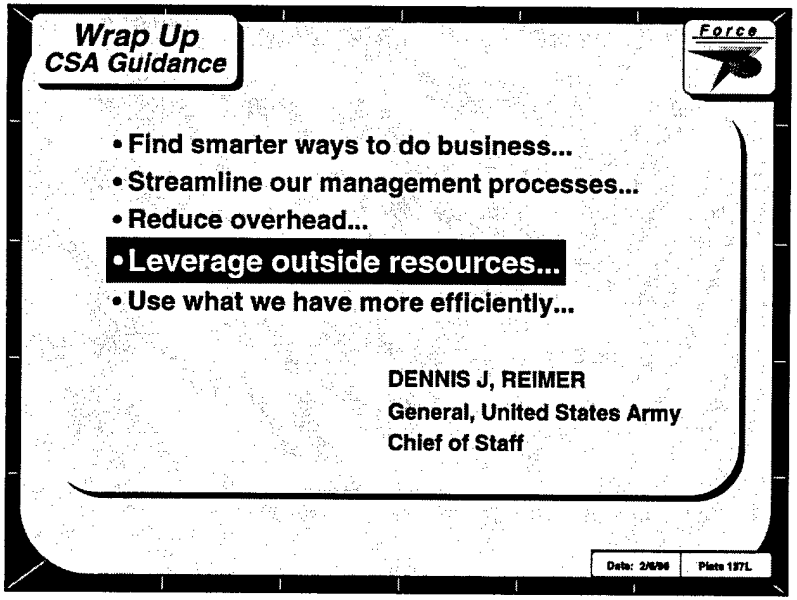

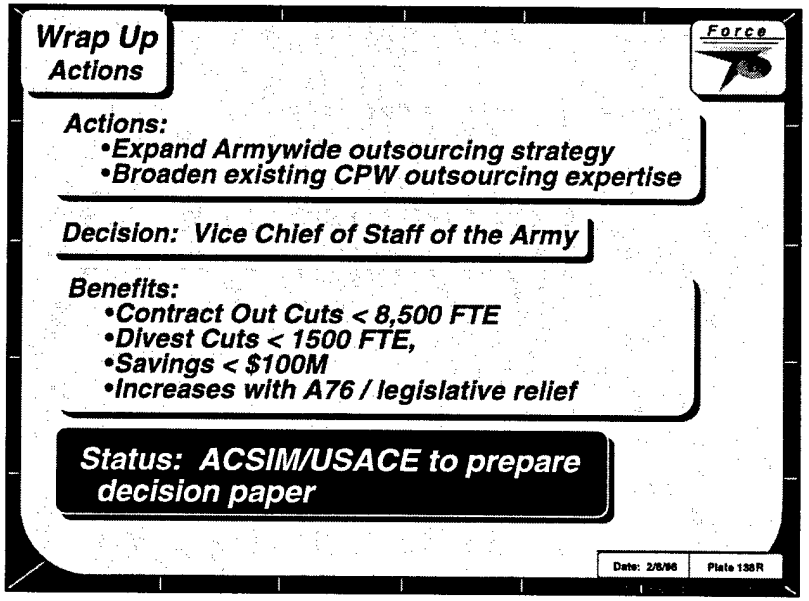

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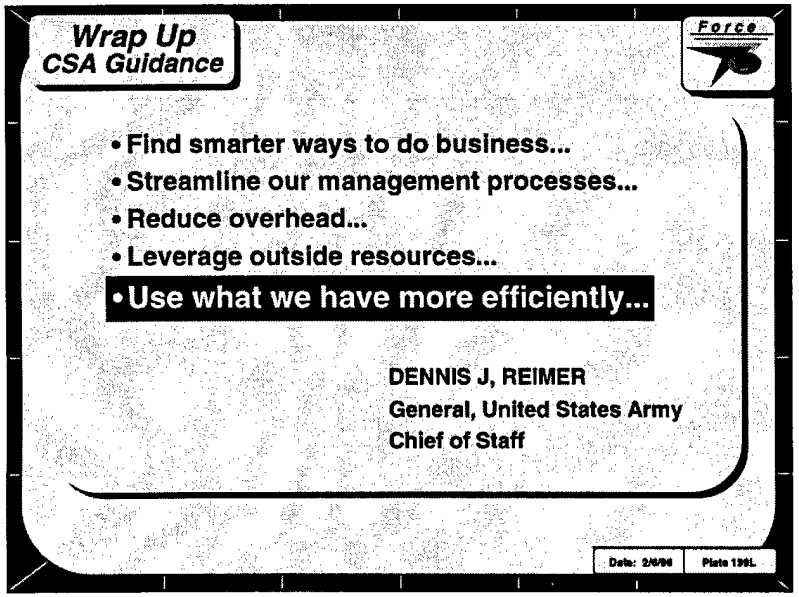

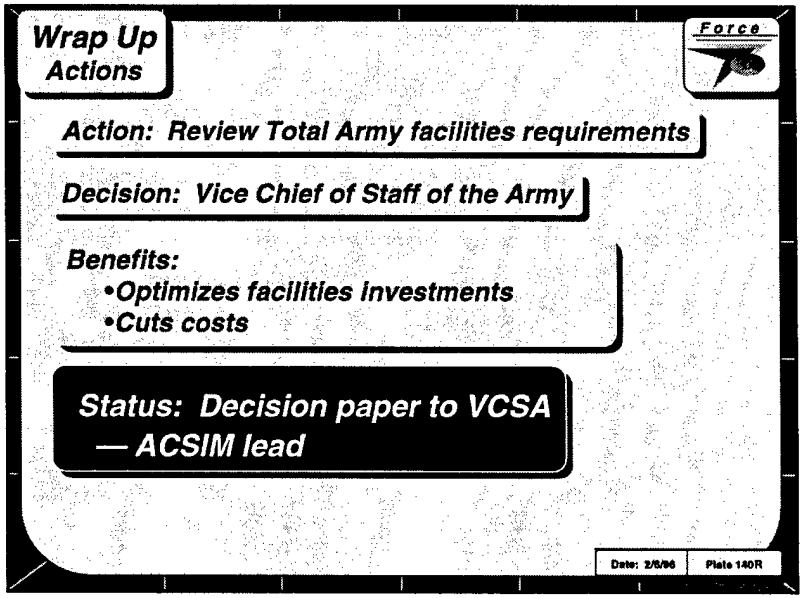

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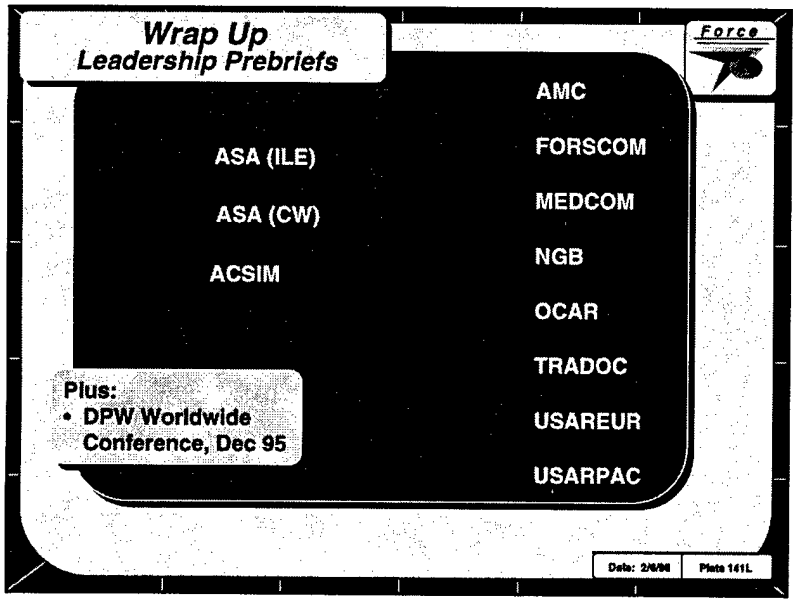

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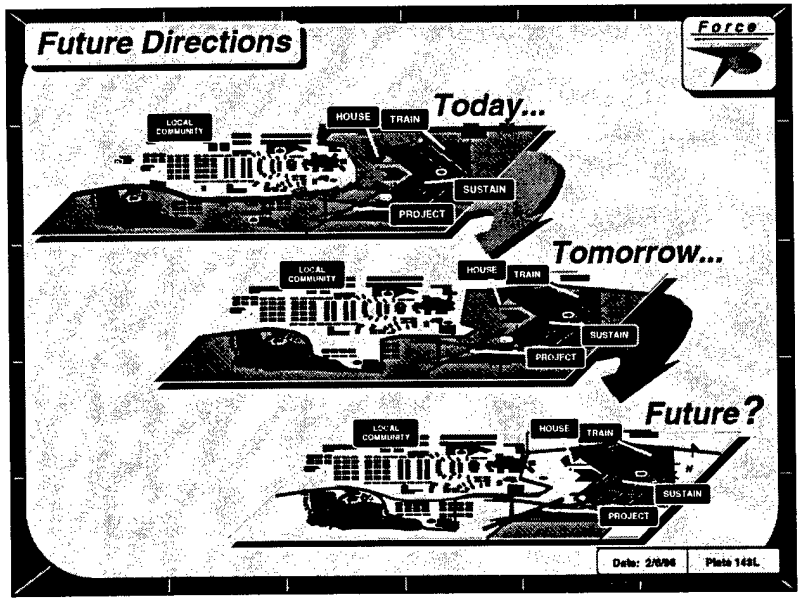

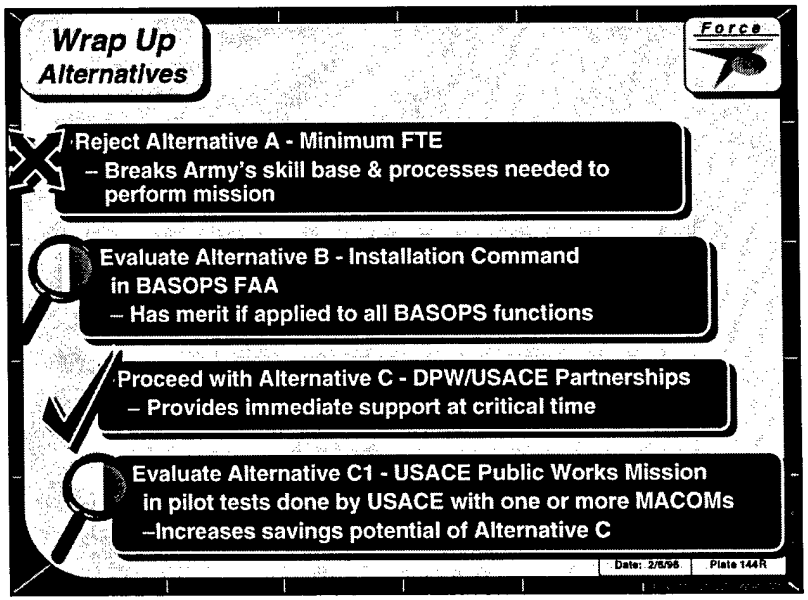

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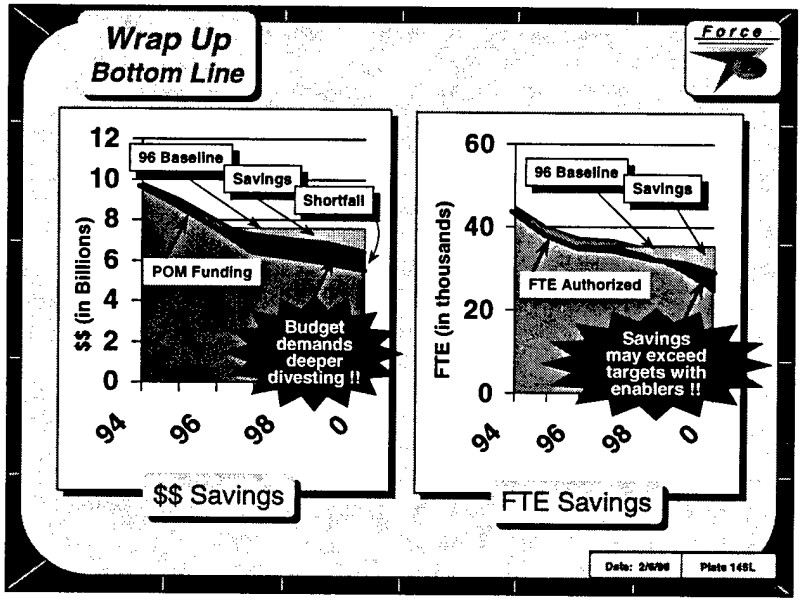

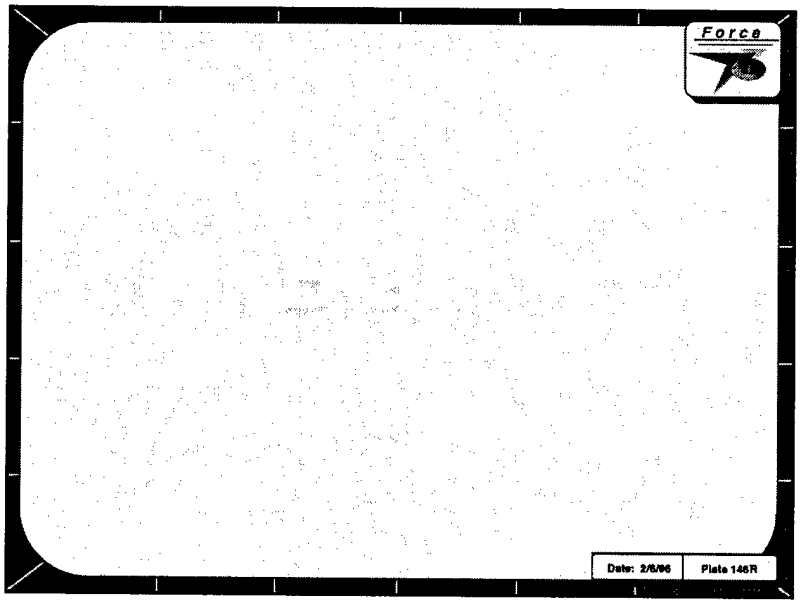

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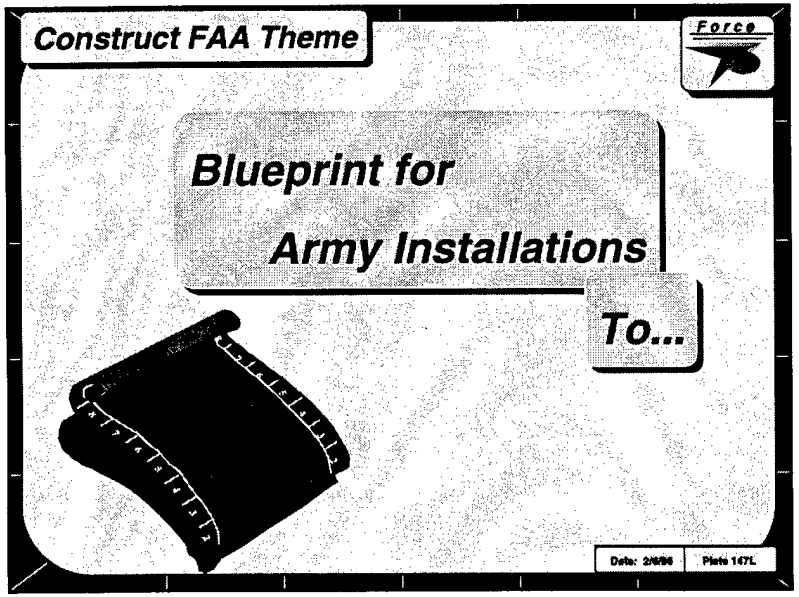

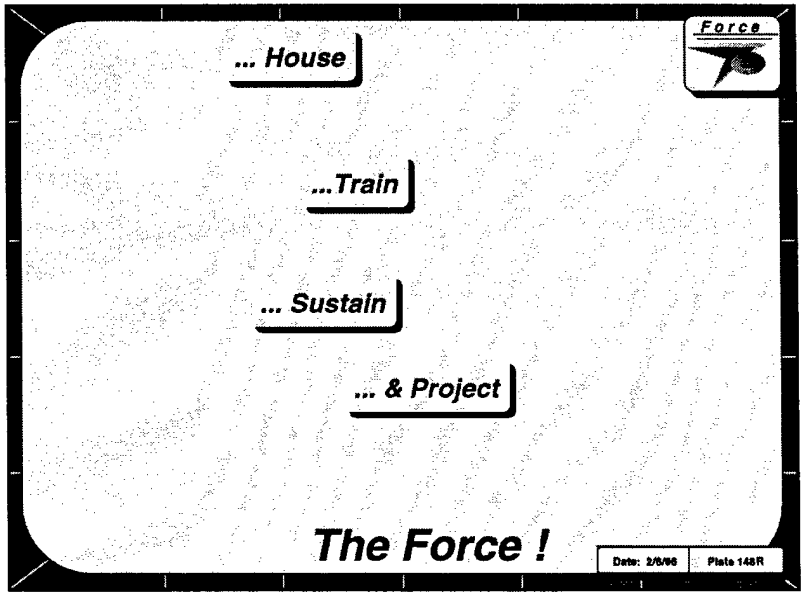

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REDESIGN OF THE INSTITUTIONAL ARMY

CONSTRUCT FAA

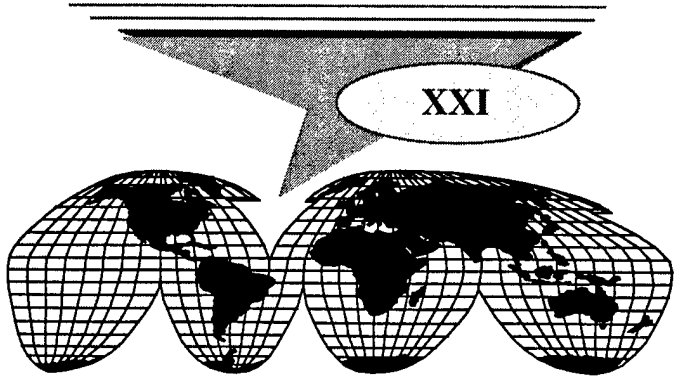
"Acquire and Sustain Facilities"

January 3, 1996

FORCE XXI

This is an Information Briefing for the VCSA to set the stage for the Construct FAA to be conducted by the USACE on 8 January 1996

F O R C E



Agenda

- Introduction
- Approach
- Results
- Summary

FORCE XXI

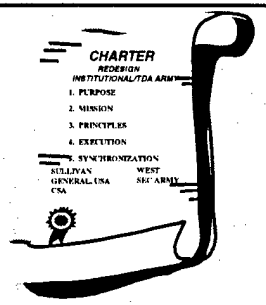
Institutional Army Redesign Charter

PURPOSE

Establish procedures and responsibilities for re-engineering and redesigning the Institutional Army to support Force XXI

MISSION

Reengineer and redesign the Institutional Army by the year 2000 to effectively and efficiently perform service Title 10 functions to support redesigned Army warfighting organizations in order to ensure a trained and ready Army, fully capable of doing its part in executing the National Military Strategy, in joint and combined operations, while maintaining timeless Army values and ethics



UMBRELLA REDESIGN INSTITUTIONAL ARCHITECTURE -- DCSOPS --

HQDA/FOA/SSA REDESIGN -- AA/DAS --

TITLE 10 FUNCTIONS; MODIFIED FAA's -- HQDA/MACOMs --

MACOM REENGINEERING

INTEGRATION BY DCSOPS/ASA (M&RA)

OBJECTIVE

REDESIGNED INSTITUTIONAL ARMY BY 2000

TITLE 10 FUNCTIONS

MACOM PROPONENTS & HQDA SPONSORS

-- PARTNERSHIP --

FORCE XXI

PHASED CAMPAIGN

I BASELINE ORGANIZATION
POM 98-03

II REVISED ORGANIZATION
BRIGADE XXI
POM 00-05

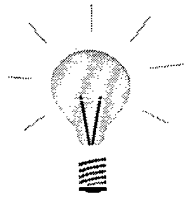
III FINAL ORGANIZATION
DIVISION XXI
POM 02-07

- **A 3 phased Operation**
- **Phases coincide with POM cycles**
- **March 96 completes Phase I**

LD

Umbrella Group Tasks

1. Coordinate and Synchronize Efforts with other Axes and Studies
2. Define, Coordinate FAA Process and Re-Engineering Briefings
   - Format and Schedules
   - *Inject Innovation and Challenging Issues*



3. Facilitate Sharing of Ideas
4. FAA: Outline the Institutional Army Design -- 21st Century

Institutional Axis FAAs

FAA Laydowns

Power Projection (FORSCOM)	✓	**25 October 95**
Training/Leader Development/ Doctrine/Organize (TRADOC)	✓	**1 December 95**
Construct (USACE)		**8 January 96**
Personnel Mgmt/Recruit (DCSPER)		**23 January 96**
Equip/ Supply/Maintain/Service (AMC)		**29 January 96**
Information Management (DISC4)		**2 February 96**
HQDA/FOA/SSA (AA/DAS)		**12 February 96**
Umbrella (DCSOPS)		**23 February 96**

Expected Outcome

- **Broad Army Focus**
- **Current, Army-Wide Process Description**
- **Alternative(s), 21st Century Processes, Et Al**
- **Linkage To:**
  - Institutional Core Competencies
  - 21st Century Operating Force
- **Underlying Assumptions/Risks**
- **Range of Options for Preliminary TDA Redesign**
  - Do Now (Early in POM 98-03)
  - Do Later (Out Years of POM 98-03)
  - Assess in Greater Detail in Phase 2
- **Issues (Program) w/Recommendations to be Resolved By**
  - VCSA
  - ACC
  - CSA/SA

Key Points of Power Projection FAA

FORSCOM

- Designate FORSCOM as Exec Agent for Mob
- Designate 15 PPPs & 12 PSPs
- Review ARNG/USAR STARC/RSC size, structure, manning, regionalizing & DIV(IT) use
- Align Deployment Units
- Use JOPES & train deploy pers
- Automate Deploy w/elect tags and other tech means
- MTMC as "common user" seaport mgr & joint container mgr
- Joint commonality of Automated Deployment Systems
- Seek support of modular force pkgs

UMBRELLA GROUP

- FORSCOM Process Owner
- Align GSUs to Power Proj Platforms
- FORSCOM/MTMC use JMATs
- MTMC subordinate to FORSCOM
- Provide common Deployment System
- FORSCOM is Army Force Provider
- FORSCOM assumes Current Ops
- FORSCOM generates Alert/Mob Order
- FORSCOM selects RC units
- RC Cdrs validate units for deployment
- RC units by pass Mob Station
- Reduce Mob Stations
- CORPS assume CONUSA mission
- Provide common TPFDD/L System

Key Points of Trng/Ldr Dev/Org/Doc FAA

TRADOC

TRAINING & LEADER DEVELOPMENT

- TRADOC Institutional Training Command
- More 'different-place-same-time' training and distance learning
- Use 'Echo Company' for USAR Trng Bns
- Reduce TTHS (resident training rqmts)
- Privatize/Contract out ROTC mission
- Much smaller (Option 3)

DEVELOP REQUIREMENTS

- TRADOC Requirements Process Owner
- TRADOC designs and HQDA documents force
- Annual TAA
- Align all Army CD activities into TRADOC
- Battle Labs process to CBRS
- Out-of-the-box option by March
- *TRADOC Battle Labs ensure interface with JROC*

DEVELOP DOCTRINE

- TRADOC Joint Doctrine Process POC
- TRADOC Army Doctrine Process Own
- Publish Doctrine "On-line" BBS
- AWC &USMA develop selected doctrine
- DA Pam 100-XX rolled into TC 525-5
- TRADOC will Develop TDA Doctrine

UMBRELLA GROUP

TRAINING & LEADER DEVELOPMENT

- TRADOC Ident & Dev Leaders Process Owner
- TRADOC Acq & Sus People Process Owner
- Move DAMO-TR & DAPE-HR-L to TRADOC
- Improved RC Officer Leader Development
- Reduce Resident Training Rqmts
- Use RC for ROTC mission
- Reduce number of schools

DEVELOP REQUIREMENTS

- HQDA Requirements Process Owner
- TRADOC Force Development Owner
- TRADOC DOC/CD Merged
- TAA; SACS; TAADS "On-line" WWW
- Move DAMO-FD(-) to TRADOC
- Battle Labs process to CBRS
- *Tie JWCA to Force Development*

DEVELOP DOCTRINE

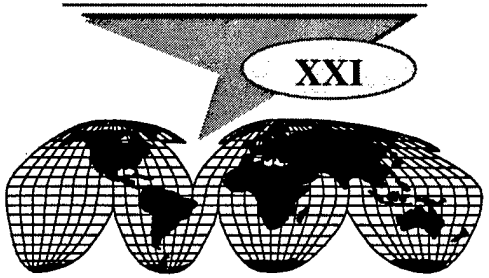
- HQDA Joint Doctrine Process POC
- HQDA Army Doctrine Process Own
- Publish Doctrine "On-line" BBS
- Move all Army TTP to TRADOC
- *Embed Army Doctrine in JROC/JWCA*
- *Reengineer Joint Doctrine Development*

Agenda

- Introduction
- Approach
- Results
- Summary

F O R C E

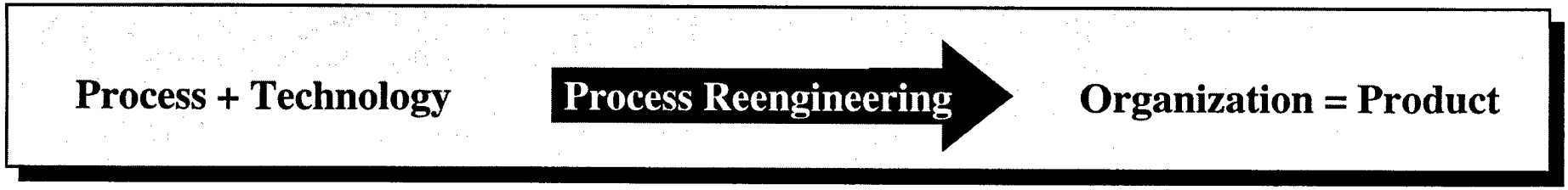
XXI



Institutional Army Axis Hypothesis

Fundamental "Reengineering" Hypothesis

- If we understand the Institutional Army's **core competencies** and related **processes** and the insights derived from Joint Venture we can use information age technology and management practices for **reengineering** the processes to **deduce an organization** which produces a **better product**



Institutional Army Core Processes

Plan, Provide Direction; Obtain & Allocate Resources

Develop Requirements

Identify & Develop Leaders

Develop Doctrine

Acquire & Sustain People

Acquire, Maintain & Sustain Equipment

Support Organizational Training

Tailor, Mobilize & Project Land Power

Manage Information

✓ ***Acquire and Sustain Facilities***

Manage Installations

Maintain & Sustain Land Operations

Institutional Axis "Measures"

Measures of Effectiveness

These are *external* measures of the process *product* from the *customer's perspective.*
What satisfies the customer? Note: if you're part of the process, you are *not* a customer

- time?
- reliability?
- user friendly?
- cost?

Measures of Efficiency

These are *internal* measures of the *process* from the *process owner's perspective.*
What is the most efficient way to generate a satisfactory product?

- time?
- cost?
- service?
- quality?

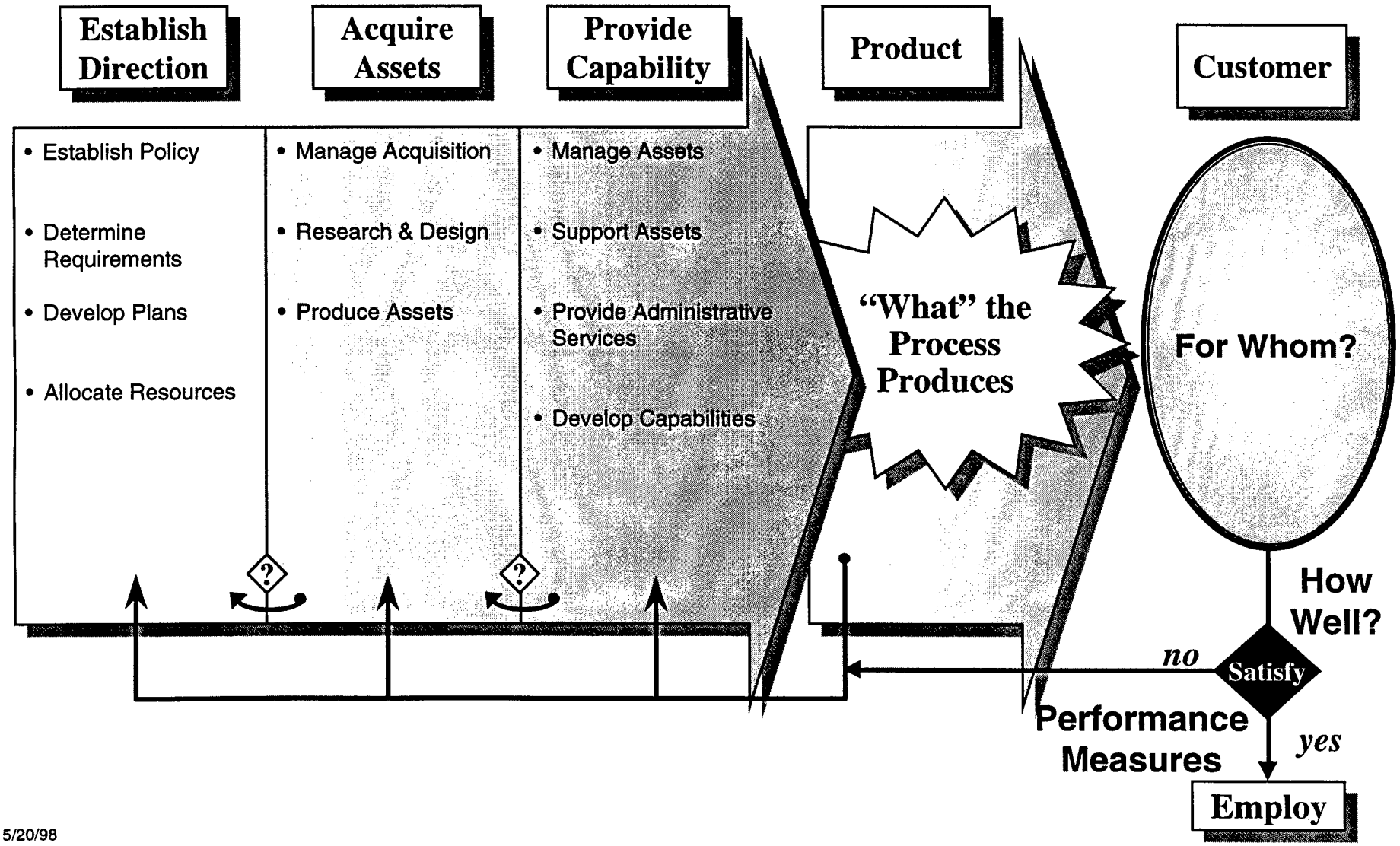
Measures of Performance

These are standards or criteria which establish acceptability of effectiveness or efficiency:

- time - not later than *date*
- reliability - probability of failure is *X*?
- user friendly - self instructional manual

Process: The Approach

DoD Enterprise Model



Capstone Perspective

- **In the 21st Century:**
  - Headquarters, DA performs exclusively the strategic planning, programming, budgeting and integrating functions.
  - The Execution of all operational functions will be performed exclusively by Army MACOMs

- **In Business Process Reengineering:**
  - Core processes have a single process owner
  - Processes are designed to minimize the number of hand-offs;
  - Processes are designed to reduce redundancies;
  - Processes become increasingly cross functional.
  - The focus of the process is **"Customer Satisfaction."**

Agenda

- Introduction
- Approach
- **Results**
- Summary

F O R C E
XXI

Construct FAA

"Acquire and Sustain Facilities" Process

Title 10 U.S. Code

Paragraph 3013(b) - Secretary of Army is responsible for . . . the following functions:

- Recruiting
- Organizing
- Supplying
- Equipping (including research and development)
- Training
- Servicing
- Mobilizing
- Demobilizing
- Administering (including the morale and welfare of personnel)
- Maintaining
- The construction, outfitting, and repair of military equipment
- ✓ The construction, maintenance, and repair of buildings, structures, and utilities and the acquisition of real property and interests in real property necessary to carry out the responsibilities specified in this section.

"The Secretary of the Army is also responsible. . . for"

- Functioning and efficiency of the Department of the Army
- Formulating policies and programs by the Department of the Army
- Effective and timely implementation of policy, program, and budget decisions and instructions by the President or the SECDEF
- Carrying out the functions. . . to fulfill. . . current and future operational requirements of the unified Combatant Commands
- Effective cooperation and coordination between DA, other military departments and agencies of DoD to provide more effective, efficient, and economical administration
- Presentation and justification of the positions of DA on plans, programs, and policies of DoD
- Effective supervision and control of the intelligence activities of DA

Acquire and Sustain Facilities
Definition

The process of identifying, acquiring, managing, maintaining, and ultimately disposing of real property in support of Army requirements for the sustaining base and forward stationed forces.

(Executing the Army's real property environmental responsibilities is assumed in the managing aspect of the above definition).

Acquire and Sustain Facilities

Assumptions

- Defense resources will not keep pace with Service requirements
- Army will operate in an environment as described in TRADOC PAM 525-5
- Mission related programming will continue to be done by MACOMs
- DoD will continue to move toward privatization

Acquire and Sustain Facilities

Important Factor: *Construct* processes represent a significant resource investment. Redesigned processes should provide mechanism to support future requirements appropriately.

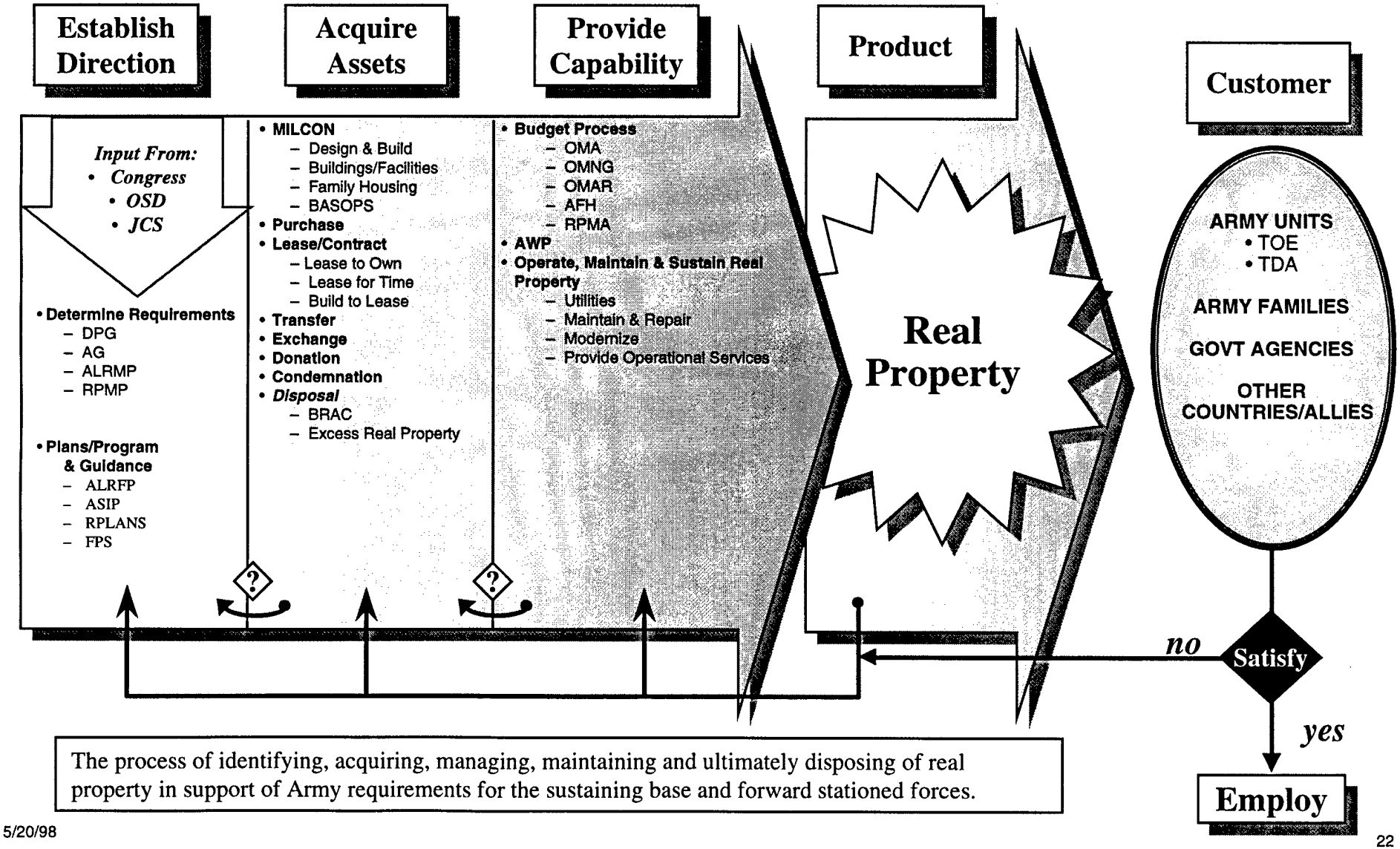
Facilities	950M square feet in inventory with 170M square feet considered excess (18%)
Manpower	43,000 Civilians and 1,000 Military
Dollars $12B	(Lrg Accnts: AFH $1.4B; MCA $691M; OMA $2.8B)

The focus must be on: eliminating redundancies; reducing the number of hand-offs; and, dramatic improvement in other measures of performance such as time, cost and services.

Core to the Army

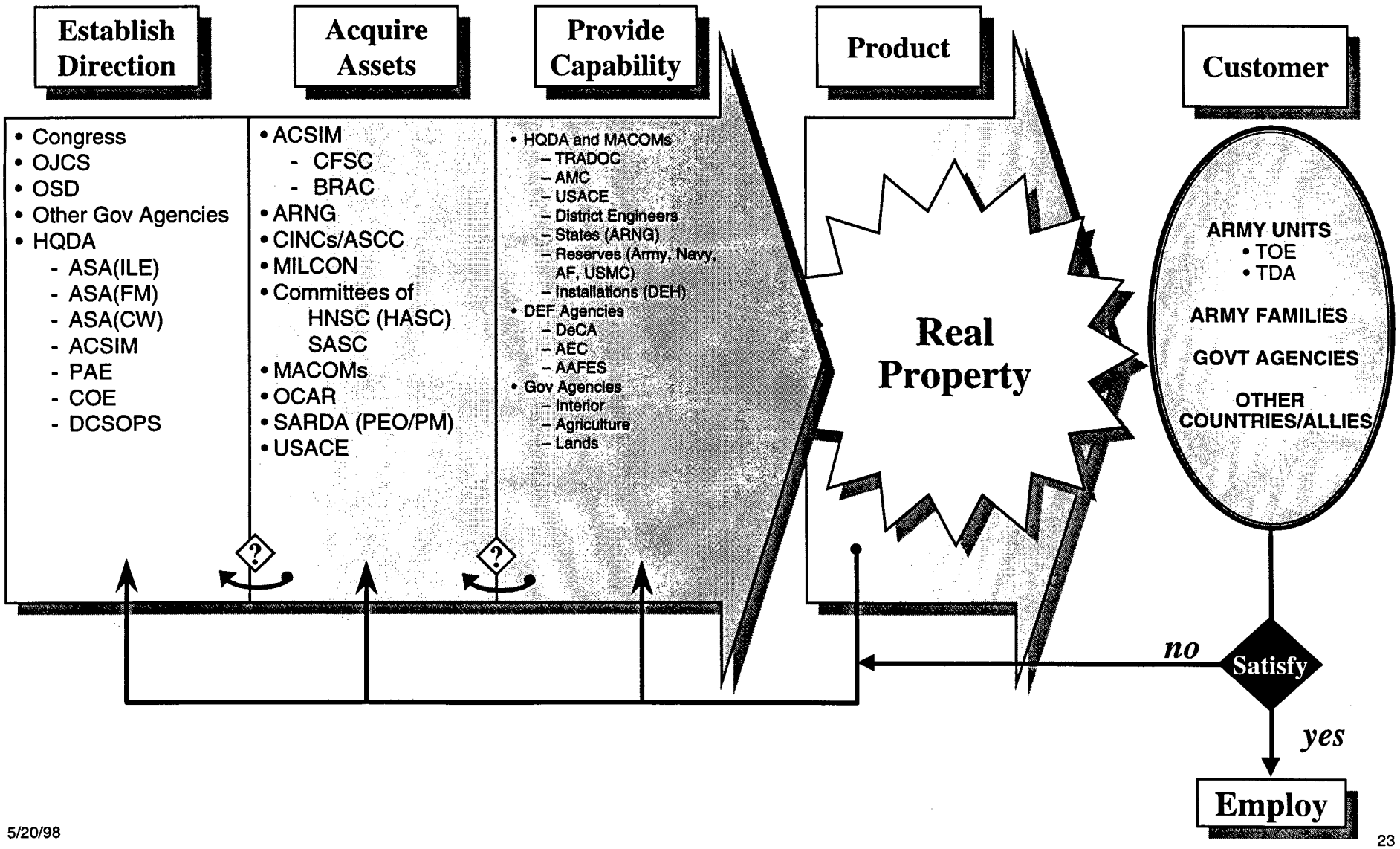
	COMPETENCY	*CAPABILITY*
THE ARMY (Being worked by LAM & Joint Venture)	• Prompt and Sustained Operations on Land	• Compel • Deter • Reassure • Support
OPERATING FORCES	• Decisive Victory, as the Land Component of the Combatant Commander's Joint/Multinational Force	• Dominate Maneuver • Conduct Precision Strikes • Win the Information War • Protect the Force • Project and Sustain
INSTITUTIONAL ARMY (Approved by July 1995 ACC)	• Organize, Train, Equip, Provide and Sustain the Land Component of the Combatant Commander's Joint/Multinational Force	• Direct, Acquire and Resource the Force • Develop the Force • Generate and Project the Force • Sustain the Force

Acquire and Sustain Facilities: *The Process*



The process of identifying, acquiring, managing, maintaining and ultimately disposing of real property in support of Army requirements for the sustaining base and forward stationed forces.

Acquire and Sustain Facilities: *The Organizations*



Acquire and Sustain Facilities

A Look at the Process Parts

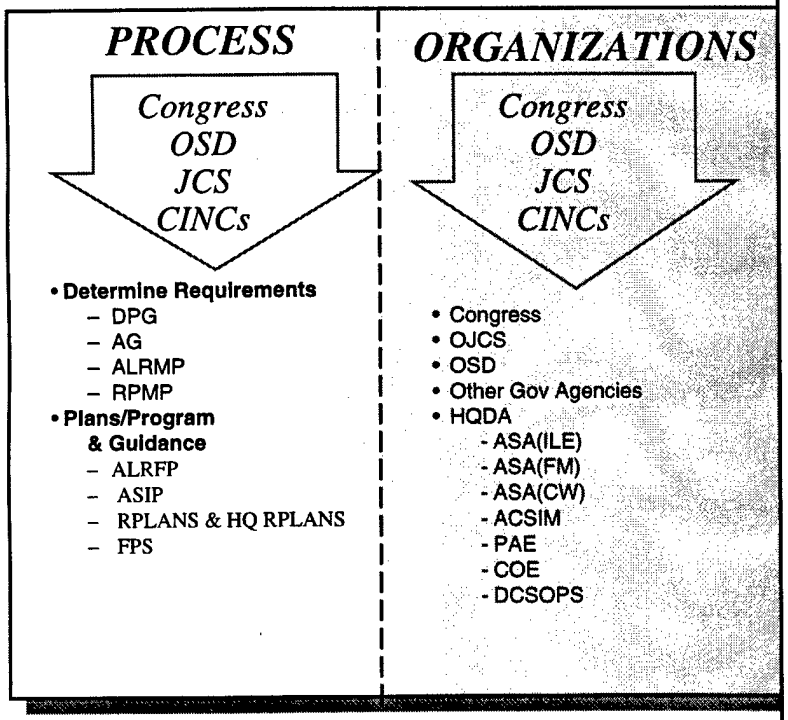
Establish Direction

Acquire Assets

Provide Capability

Acquire and Sustain Facilities

Establish Direction



"as is"

- **Defense Guidance establishes direction for Army requirements**
- **Historic precedence and traditions in post and fort design**
- **Congressional appropriations actions influence scope**
- **CINC's through CSPAR and IPL process**
- **JCS through Program Evaluation Process**
- **Force Structure changes are slow to generate facility changes/requirements - e.g. M-1 wash racks; Apache hangers**
- **Installations determine unique local requirements**
- **Stationing decisions influence/direct the process**
- **Training initiatives , weapon systems, maintenance, etc., changes are slow to mandate requirement for new facilities - e.g. MLRS made new ranges necessary.**
- **New technology influences direction, but slow to infuse**

Acquire and Sustain Facilities

Acquire Assets

PROCESS

Congress
OSD
JCS
CINCs

- **Construct**
  - Design & Build
  - Buildings/Facilities
  - Family Housing
  - BASOPS
- **Purchase**
- **Lease/Contract**
  - Lease to Own
  - Lease for Time
  - Build to Lease
- **Transfer**
- **Exchange**
- **Donation**
- **Condemnation**
- ***Disposal***
  - BRAC

ORGANIZATIONS

Congress
OSD
JCS
CINCs

- ACSIM
  - CFSC
  - BRAC
- ARNG
- CINCs/ASCC
- MILCON
- Committees of
  HNSC (HASC)
  SASC
- MACOMs
- OCAR
- SARDA (PEO/PM)
- USACE

"as is"

- **Real properties are acquired through a combination of purchase, leases, construction or other forms of contract - both foreign and domestic.**
- **Some requirements are not "Acquired" due to resource constraints - Projects are line item issues in Congress.**
- **Some existing requirements are not "Sustained" due to resource constraints - BMAR increase (300% FY92-FY99).**
- **Environmental issues in acquiring, operating and disposing of real property. e.g., Environmental Impact Statement must be accommodated.**
- **Real Property responsibilities for other government agencies e.g., USAF, USN, DLA, NDU, Dependent Schools.**

Acquire and Sustain Facilities

Provide Capability

PROCESS	*ORGANIZATIONS*
• **Budget Process** – OMA – OMNG – OMAR – AFH – RPMA • **AWP** • **Operate, Maintain & Sustain Real Property** – Utilities – Maintain & Repair – Modernize – P	• HQDA and MACOMs – TRADOC – AMC – USACE – States (ARNG) – Reserves (Army, Navy, AF, USMC) – Installations (DEH) • DEF Agencies – DeCA – AEC – AAFES • Gov Agencies – Interior – Agriculture – Lands

"as is"

- **Not always consistent with customer requirements:**
  - **Maintain facilities and property - Backlog**
  - **Sustain facilities and property**
  - **Dispose of facilities and property - 170M sq ft excess**

- **Provide customer with useable real property**
  e.g. Army Units
  - - Barracks - Lag in enlisted barrack construction
  - - Training Areas
  - - Administrative facilities
  - - Other e.g., maintenance buildings, recreation, etc.
  Army Families
  - - Government quarters
  - - MWR facilities

What's Wrong with the Current Process?

Customer

- Command Expectations Exceed Resources
- Ineffective, Fragmented Information Systems
- Inflexible, Non-integrated Procurement

Process Owner

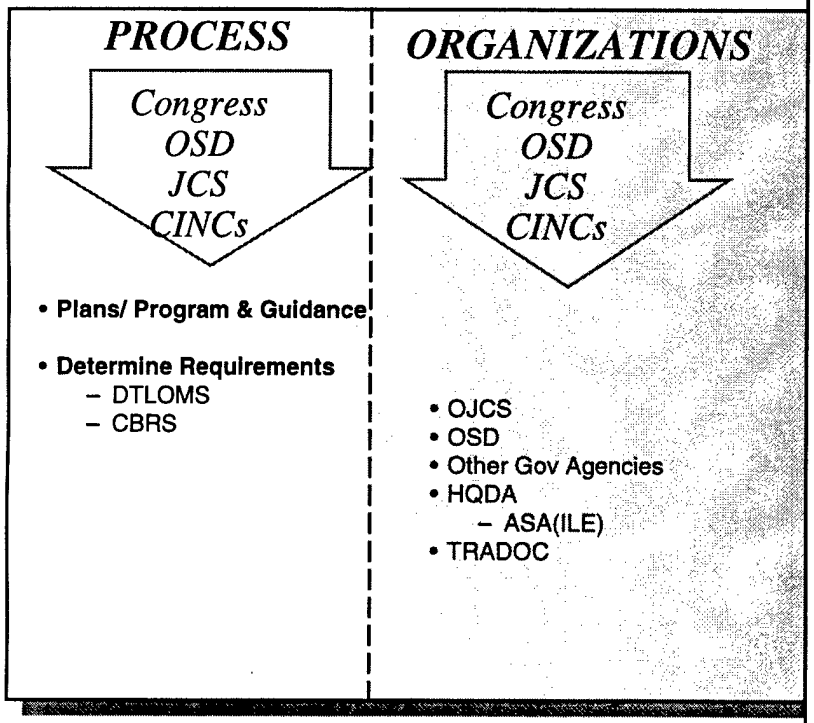
- Multiple "process owners"
- Multiple "hand-offs"
- Process is manpower and time intensive
- Resource delivery not tied to requirements

Acquire and Sustain Facilities

	Measures	Standard
Customer	***Effectiveness***	***Performance***
	Establishes Direction • Support National Military Strategy • Meet OSD/Army Requirements (AG) • Integrated Plans (ALRFP; ASIP; RPLANS)	• Supports Power Projection • Sufficient Number of Appropriate Facilities • Supports The Army Plan
	Acquire Assets • POM	• Supports Sustainment and Environment
	Provide Capability • Budget	• Installation ISR
Process Owner	***Efficiency*** Minimize Use of Resources – Minimize Process Hand-offs – Eliminate Redundancies	***Performance*** • Time • Dollars • Manpower • Facilities

Acquire and Sustain Facilities

Establish Direction

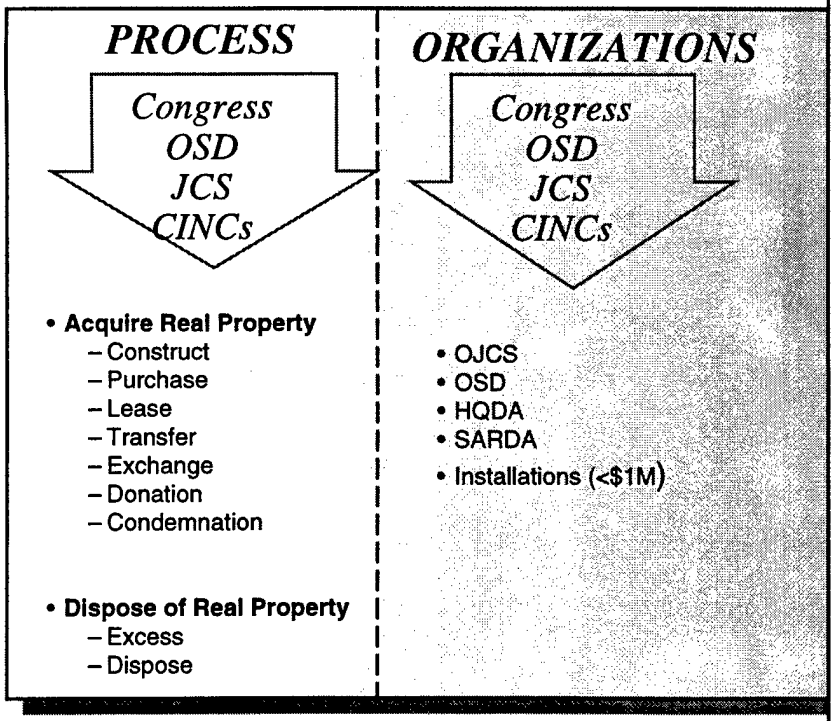


"to be"

- **Divest Civil Works**
  - **Not in Title 10 as specific function**
  - **Not a core competency**
  - **Not a core capability**
  - **Not a core process**
- **HQDA determines direction**
- **Merge COE (MACOM (-)) into ILE**
  - **Reduces redundancies of staff**
  - **Chief of Engineers becomes ASA(AILE)**
  - **Responsibilities vested in single process owner formulating an integrated process**
- **Single multi-functional MACOM determines requirements (Force Development Command)**

Acquire and Sustain Facilities

Acquire Assets



"to be"

- **Real Property contracting is an Army acquisition process**
- **Single process owner for contracting (>$1M) - SARDA**
  - **Design Build Through Contracting**
  - **Leverage Private Capital**
  - **Build - To - Lease Arrangement**
  - **Privatize to Maximum Extent**
- **Empowerment to local installation (<$1M local const)**
- **Disposal of excess property**
  - **Real Property Disposal Agent in ILE**
  - **Provide leverage for best disposition of excess property - make unit CDR tenant only**

Acquire and Sustain Facilities

Provide Capability

PROCESS	*ORGANIZATIONS*
• Army POM • Army Budget • Command Plans • Provide: – Training – Equip – Supplies – Services – Tech Support – Info Mangt – Policy – Adherence	• HQDA and MACOMs • DoD Agencies • Gov Agencies

"to be"

- **Single Installation MGT process owner - ILE**
  - **Consolidation of ACSIM into ILE**
  - **Responsible for Real Property Disposal**
- **Privatize/outsource maintenance/sustainment functions for facilities and properties**
  - **Improve Environmental Management**
  - **Use Information Management Smarter**

Acquire and Sustain Facilities

"To-Be"

An "Integrated" Process

Divestiture of Civil Works

Merge USACE (-) into ILE

Merge ACSIM (-) into ILE

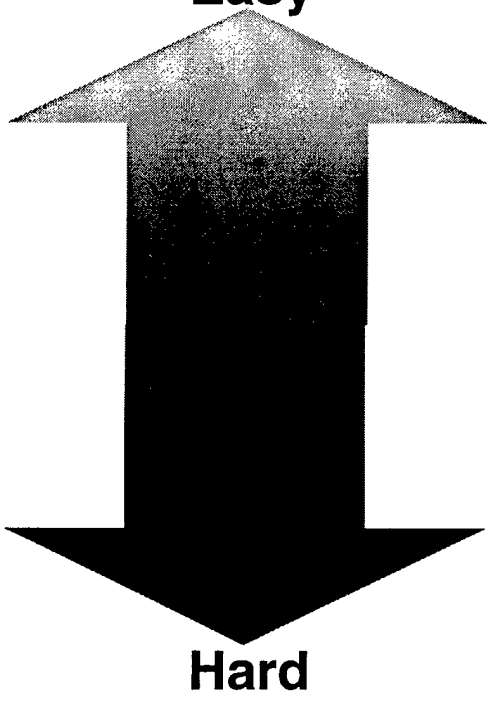
Establishes responsibility for excess real property disposal activity in ILE

Single Installation Management process owner - ILE

Single contracting process owner - SARDA

Maximize outsourcing of maintenance and sustainment functions

Acquire and Sustain Facilities



Action	FAA	Experiment
Disposal of property	+	Analysis
Outsourcing of maintenance & sustainment functions	+	Analysis
Make COE the AILE	?	Analysis
Merge USACE(-) into ILE	?	Analysis
Merge ACSIM(-) into ILE	?	Analysis
Contracting single process owner	?	Analysis
Single Installation manager process owner	?	Analysis
Divest Civil Works	?	Analysis

Agenda

- Introduction
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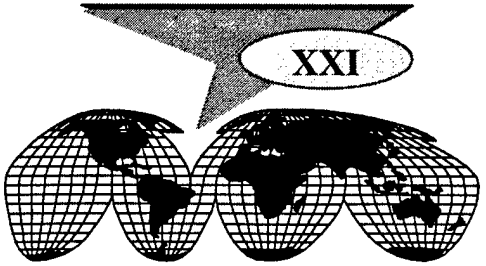
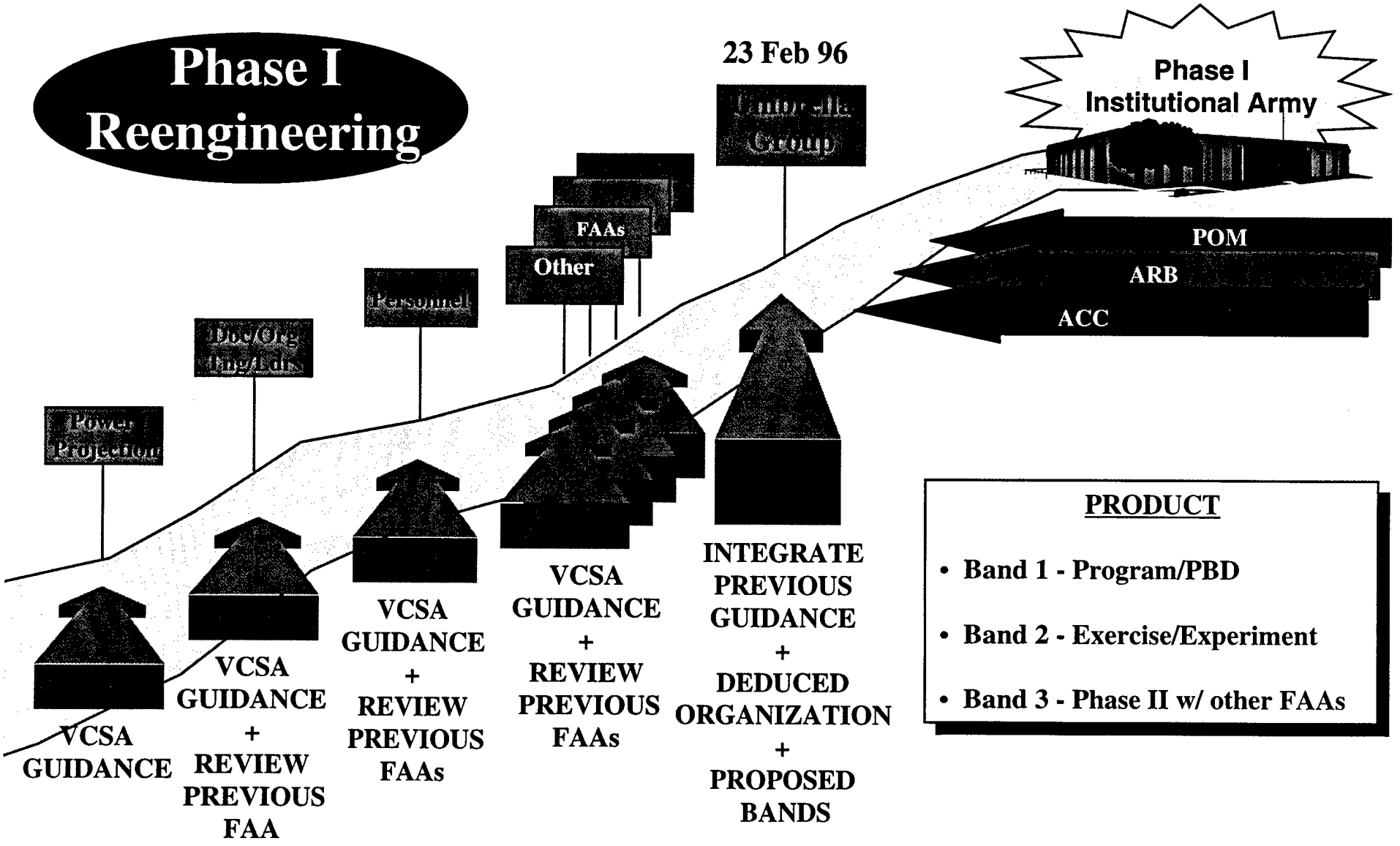
F O R C E



Synchronization of Institutional FAAs



Where do We go from Here ?

Recommend:

- Determine Resource Impacts or Further Analysis of Selected Actions
- Coordinate with Follow-On FAAs and Related Processes

Army Functional Area Assessment (FAA) of Title 10 Functions of "Equip", "Supply", and "Maintain"

GEN Leon E. Salomon

Commanding General
U.S. Army Materiel Command

29 January 1996

U.S. Army Materiel Command
MACOM Proponent for Equip/Supply/Maintain FAA

Background

- ✔ ***Force XXI: America's Army redesigned to meet the challenges of the 21st Century***
- ✔ ***TDA Axis: Re-Engineer departmental processes and redesign the Institutional Army to support core competencies required by Force XXI***
  - ➤ ***MACOM Re-Engineering***
  - ➤ ***Series of FAAs***
- ✔ ***AMC: Designated MACOM Functional Proponent for FAA of Title 10 functions of "Equip", "Supply" and "Maintain" (E/S/M)***
  - ➤ ***"Service" Deferred to Phase II***

[redacted]

Charter for Redesigning the Institutional/TDA Army

SECRETARY OF THE ARMY
WASHINGTON, D.C. 20310

January 13, 1995

Charter for Redesigning the Institutional/TDA Army

PURPOSE. To establish procedures and responsibilities for redesigning the Institutional/ TDA Army as part of the Force XXI Campaign.

MISSION. ***Redesign the institutional Army by the year 2000 so that it will effectively and efficiently perform service Title 10 function.....***

EXECUTION . . . Re-engineering and redesign will be accomplished in three phases in time to support submission of the ***POM for the Fiscal Year 1996 submission..... The process will consist of four simultaneous and interrelated efforts:***

- ***Internal Major Army Command (MACOM) re-engineering***
- ***Compre hensive review of service Title 10 functions***
- ***Redesign of the Department of the Army Headquarters (HQDA)***
- ***Umbrella redesign of the Institutional/TDA Army***

PRINCIPLES. ***– Unnecessary layering of functions and headquarters will be eliminated. Strive to reduce the size of HQDA and reduce the number of FOA and SSA. Reduce the number of MACOM headquarters.***

- ***The Army's core competencies will serve as the foundation .....***
- ***Functions will be resourced in the most cost-effective manner.***

Gordon R. Sullivan
General, United States Army
Chief of Staff

Togo D. West, Jr.
Secretary of the Army

Guidance from Secretary of the Army

SECRETARY OF THE ARMY
WASHINGTON

October 16, 1995

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE

SUBJECT: Commission on Roles and Missions Recommendations on Restructuring Military Department Staffs

I. Guiding Principles

*The Army will **divest**.....functions that are not essential, **remove layers**, and give commanders in the field the power..... We will **eliminate unnecessary duplication** while we preserve and enhance operational effectiveness.*

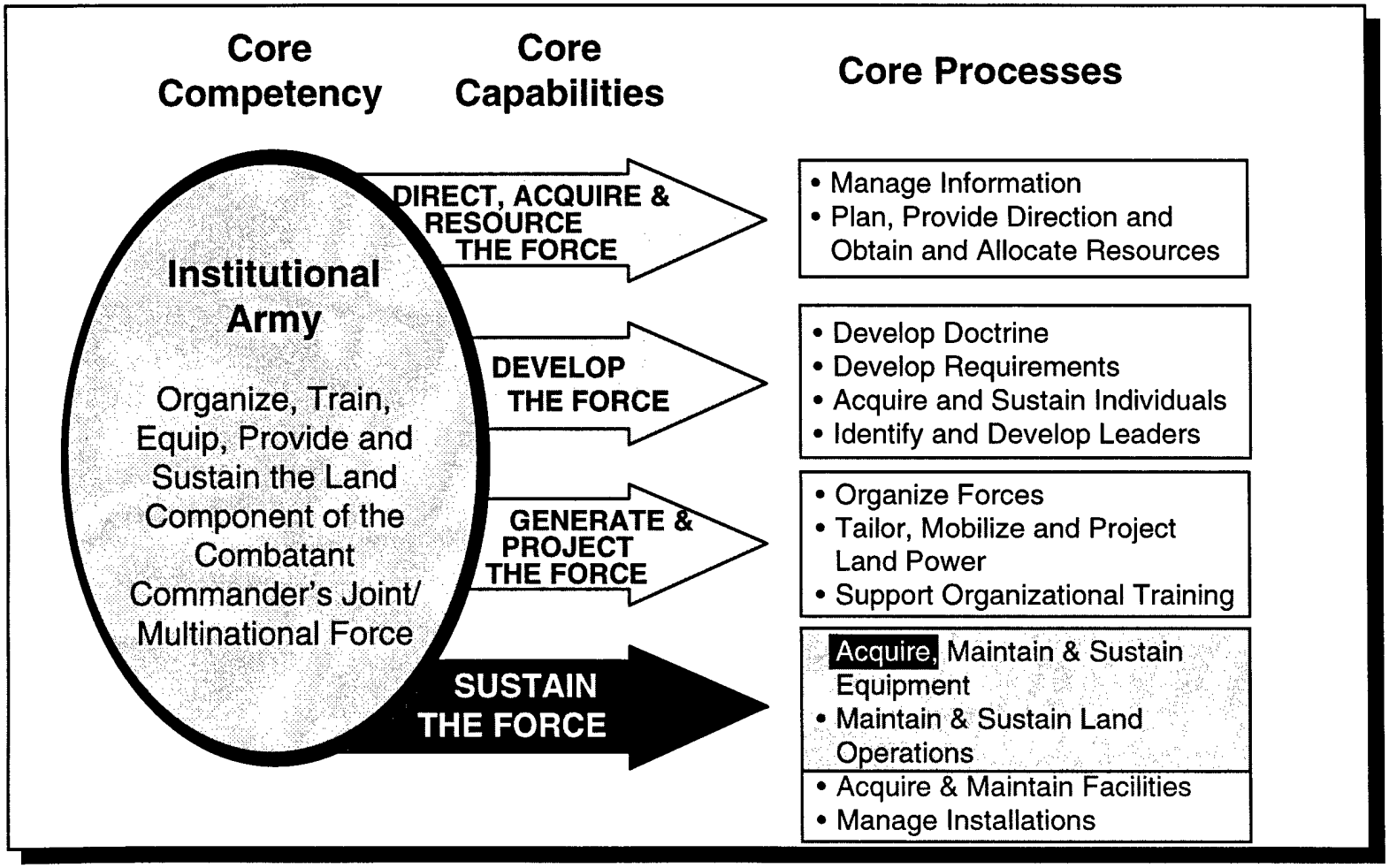
II. Overarching Design

*We will **reduce the number of MACOMs**, divest....., and **reallocate resources** to support our core capabilities. We expect to reduce significantly the number of headquarters agencies, ...explore every opportunity to **privatize or outsource** a number of administrative support functions.*

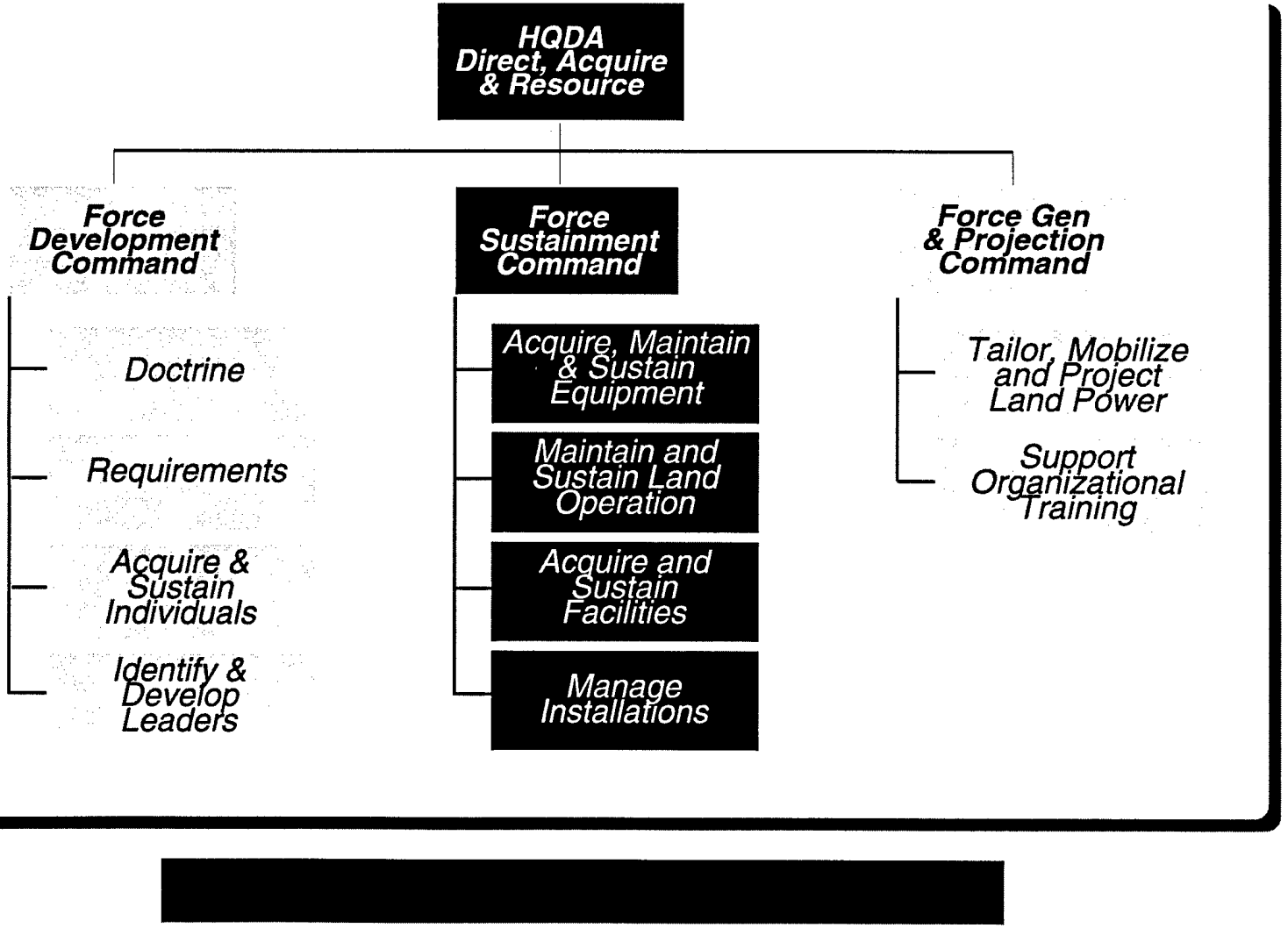
The initial results of our redesign activities will be incorporated into our POM 98-03 submission.....

Togo D. West, Jr.
Secretary of the Army

Strategic Framework for FAA



DA PAM 100-XX Vision



"E/S/M" FAA Re-Engineering Focus

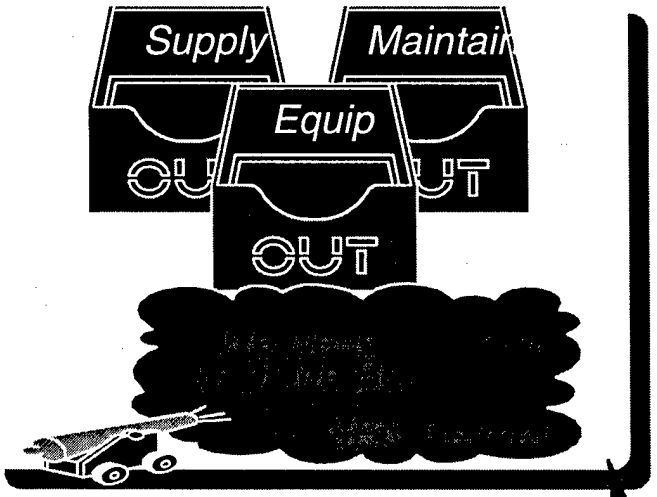
Subject: CSA "Yellow" 95-03

The Nation's resources available for defense are limited. Continuing resource constraints will demand unprecedented productivity. We need to find new and innovative ways to help ourselves. .....

- *Find smarter ways to do business*
- *Streamline our mgmt processes*
- *Reduce overhead*
- *Leverage outside resources*
- *Use what we have more efficiently*

Soldiers Are our Credentials!

Dennis J. Reimer
General, United States Army
Chief of Staff



FORCE XXI

Efficiency Measures

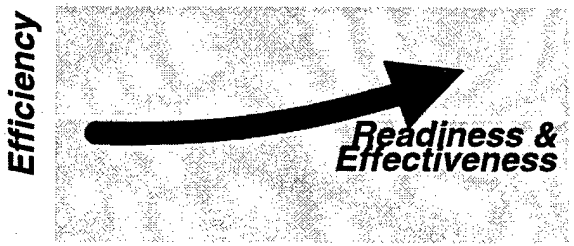
- **TDA Reduction (Cost @ $50K)**
- **TDA Conversion (Privatized)**
- **Non TDA $ Savings (in Addition to TDA Reduction)**

Re-Engineered Processes

- *Increase Efficiency*
- *Improve Process*
- *Functionally Realign*
- *Change Organization*

FAA Considerations

FAA GOAL: ***Become More Efficient Without Sacrificing Readiness or Effectiveness***

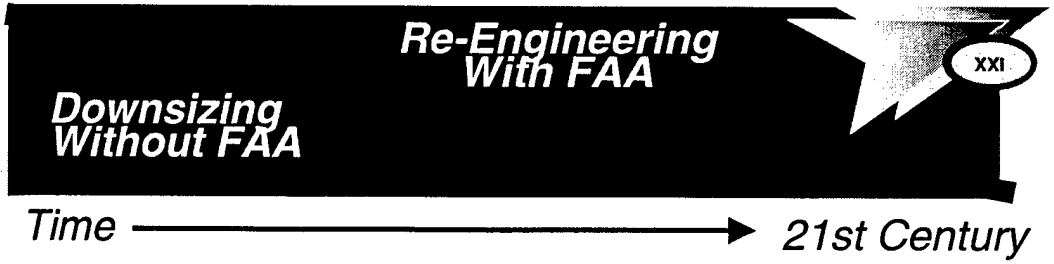


Resources Drive the FAA's

- ✓ *FAA Must Be the Decision Forum*
- ✓ *If We Wait To Decide, We Will Become a Smaller Version of Today's Organizations, Not Re-engineered for the 21st Century*

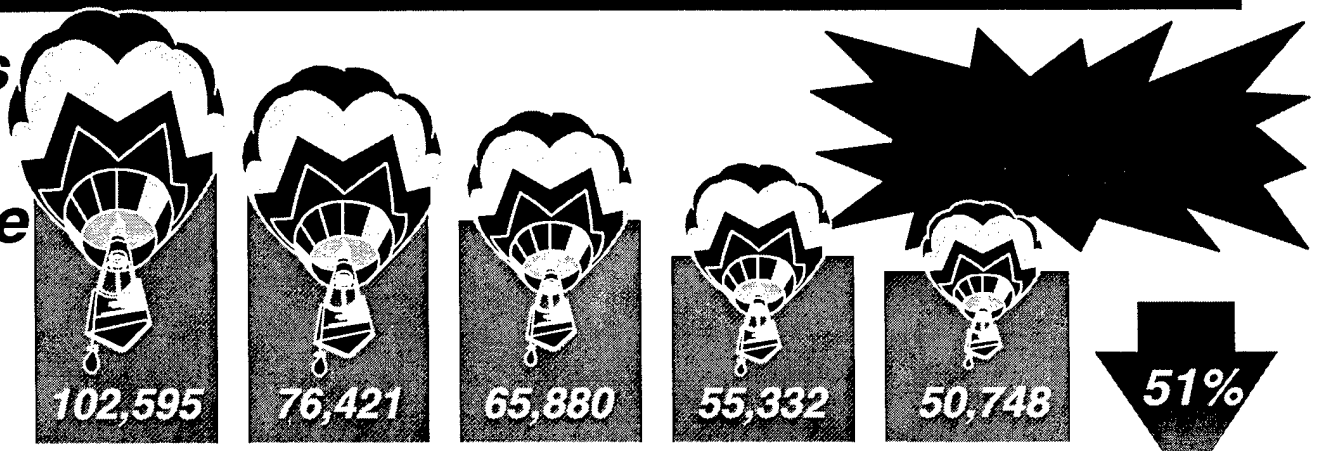
Challenge

- ✓ *Everyone Wants to Re-Engineer in their Area*
- ✓ *Resistance to Cutting Across Organizational/Functional/Cultural Boundaries*
- ✓ *With FAA Decisions, Can Eliminate Boundaries and Integrate Across Equip/Supply/Maintain*

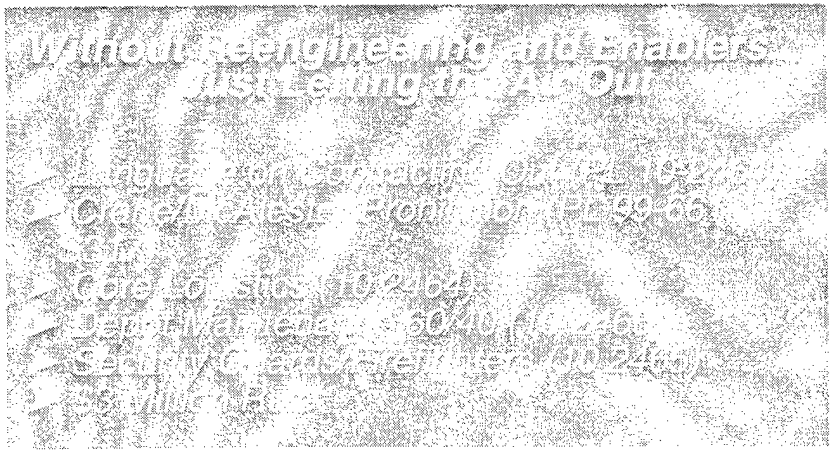


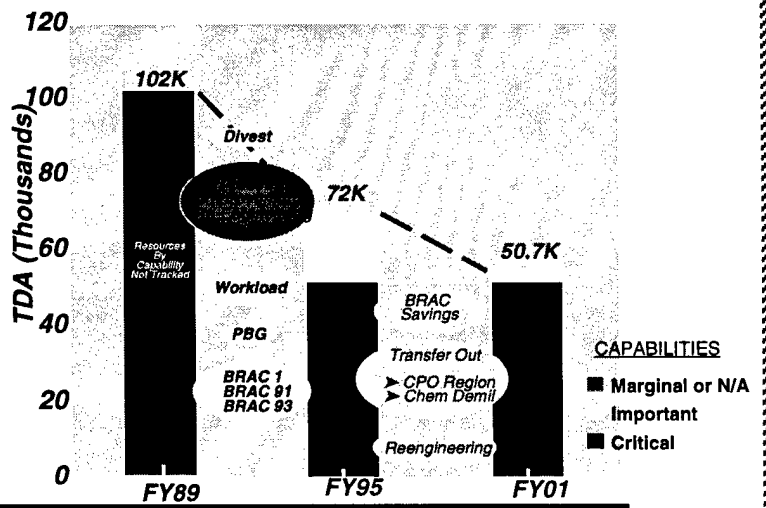
Will the Army Become a Smaller Version of Itself

AMC As An Example

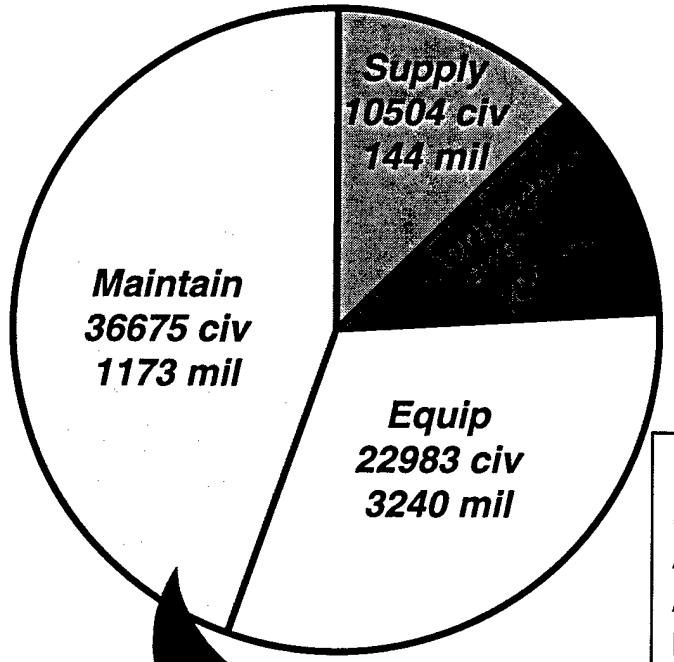


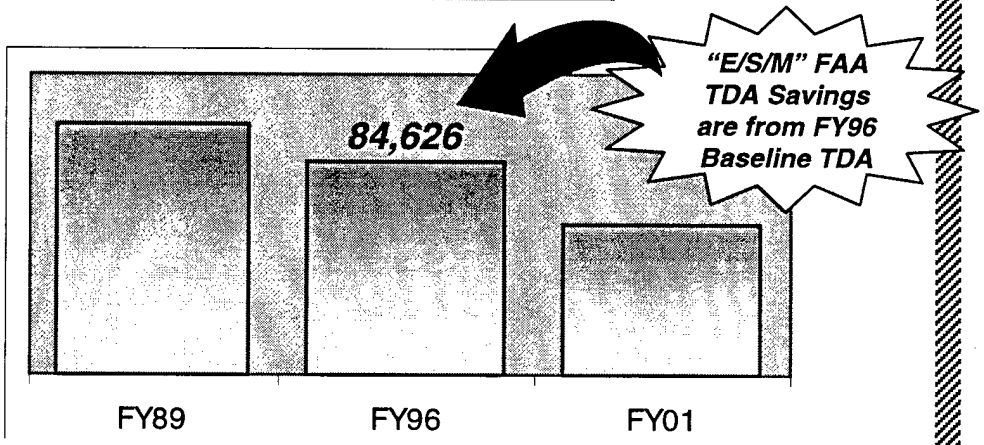
FY89 FY93 FY96 FY99 FY01





"E/S/M" FAA: Estimated FY96 TDA





Title 10 Functional Areas

MACOM	EQUIP	SUPPLY	MAINT	CONT	TOTAL
AMC	21289	4843	19412	3934	49478
ARNG	-	3000	12000	800	15800
FORSCOM	-	1676	1973	631	4280
USAR	-	207	2435	-	2642
MEDCOM	2005	-	-	271	2276
USACE*	110	-	-	2206	2316
TRADOC	-	222	1008	539	1769
USAREUR	-	458	720	351	1529
OPTEC	1467	-	-	21	1488
SSDC	934	-	-	71	1005
OTHER	418	242	300	1083	2043
TOTAL	**26223**	**10648**	**37848**	**9907**	**84626**

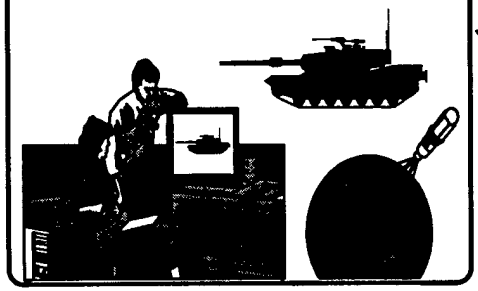
*Portion of ACE Labs TDA funded by RDT&E vs. civil works

Overview of "E/S/M" FAA

Equip

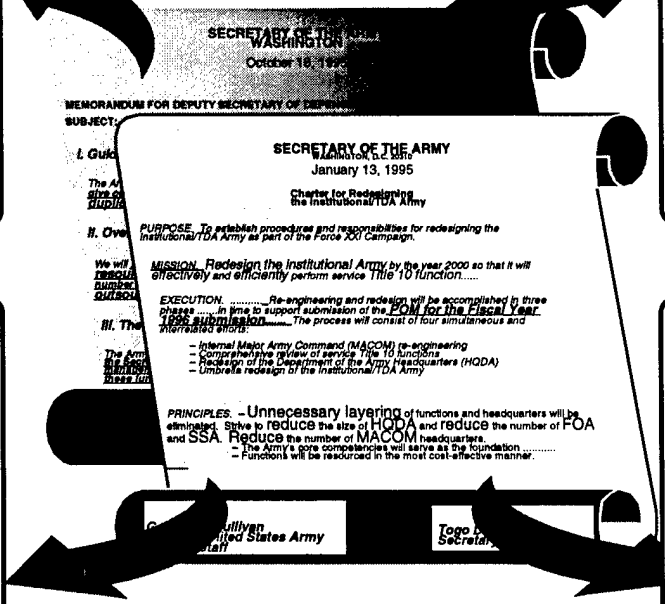
Process involved in:

- Test & Evaluation
- Science & Technology



POM 98-03 Potential Savings

- $891M One Time Savings
- 5082 TDA Reduction Results in...
- $254M/Yr Savings
- 11416 TDA Conversion ($57M/Yr)



SECRETARY OF THE ARMY
Washington, D.C. 20310
January 13, 1995

Charter for Redesigning the Institutional/TDA Army

PURPOSE. To establish procedures and responsibilities for redesigning the Institutional/TDA Army as part of the Force XXI Campaign.

MISSION. Redesign the Institutional Army by the year 2000 so that it will effectively and efficiently perform service Title 10 function.....

EXECUTION. .....Re-engineering and redesign will be accomplished in three phases .....in time to support submission of the POM for the Fiscal Year 1996 submission.....The process will consist of four simultaneous and interrelated efforts:

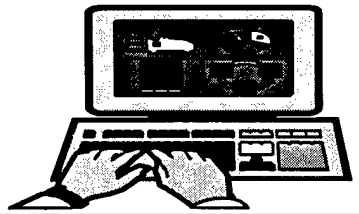
- Internal Major Army Command (MACOM) re-engineering
- Comprehensive review of service Title 10 functions
- Redesign of the Department of the Army Headquarters (HQDA)
- Umbrella redesign of the Institutional/TDA Army

PRINCIPLES. - Unnecessary layering of functions and headquarters will be eliminated. Strive to reduce the size of HQDA and reduce the number of FOA and SSA. Reduce the number of MACOM headquarters.
- The Army's core competencies will serve as the foundation .....
- Functions will be resourced in the most cost-effective manner.

Supply

Class IX:

- Requisitioning
- Distribution
- Reqmts Determination
- Financial Interface



Contracting

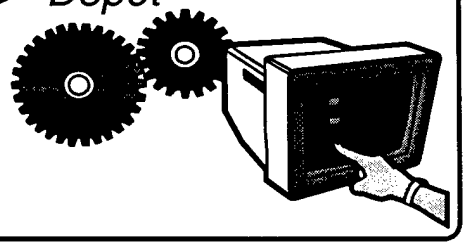
Procurement Reqmts for:

- Systems Acquisition
- Sustainment Support
- Installation Management
- Base Operational Support

Maintain

TDA Maintenance for:

- Active Army
- ARNG
- USAR
- Depot

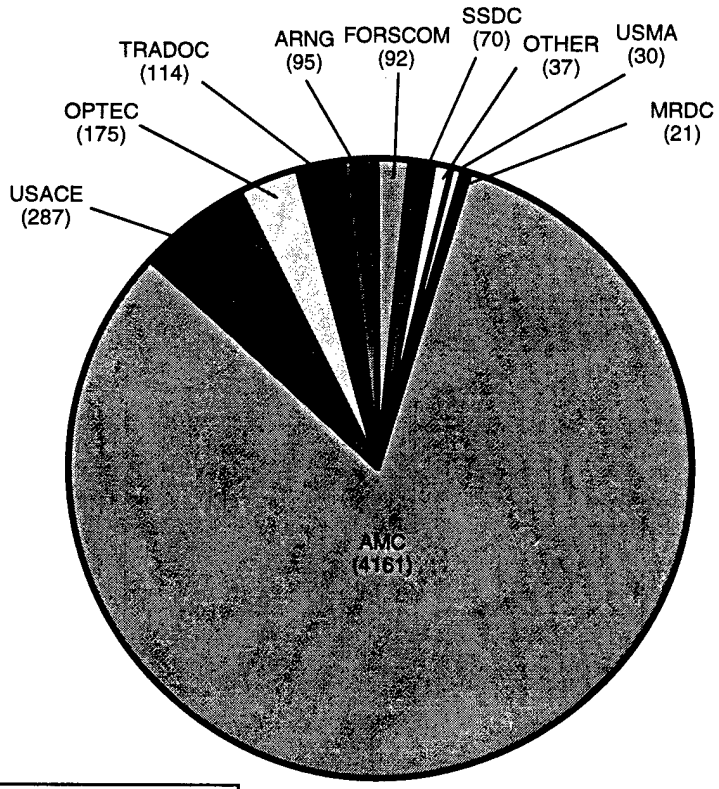


Beyond POM 98-03 Potential Savings

- 3028 TDA Reduction Results in...
  - $151M/Yr Savings
- 10035 TDA Conversion ($50M/Yr)

ESM POM 98-03 TDA Impacts by MACOM

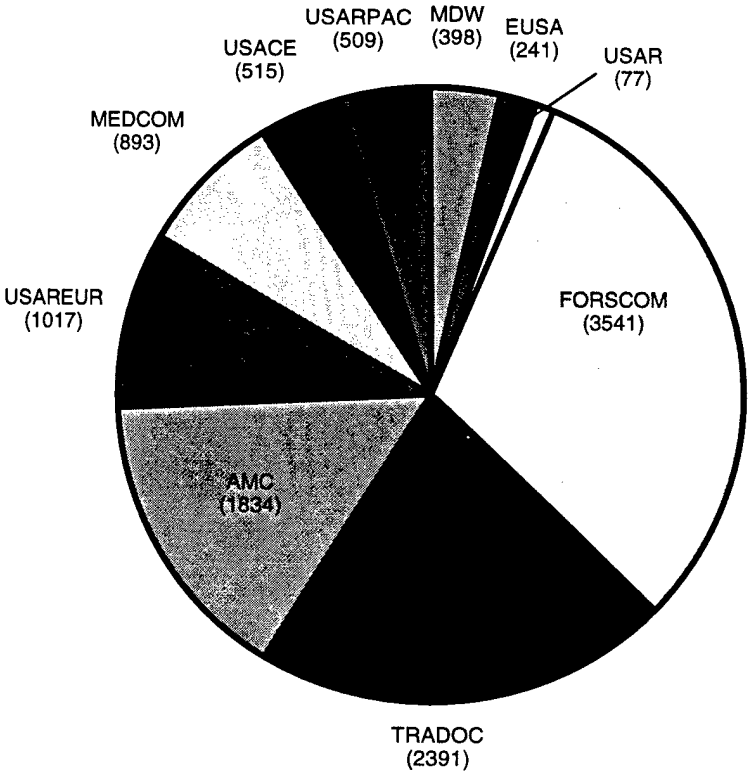
TDA Reductions



OTHER Comprised of:	
MDW	10
MEDCOM	10
DSS-W	7
ISC	5
USARPAC	4
USARSO	1

TOTAL = 5082
$254.1 Mil/Yr

TDA Conversions



TOTAL = 11,416

*Includes All DOL Functions

E/S/M FAA Discussion Topics

POM 98-03

[redacted]

Science and Technology:
- On-going Re-Engineering Initiatives

Test and Evaluation:
- Functional Realignment

Supply:
- Prescribed Load List (PLL) Elimination
- Readiness Based Sparing
- Centralized Asset Mgmt/Single Stock Fund
- Wartime Support Requirements

Maintain:
- Integrated Sustainment Maintenance
- IFTE BSTF Allocation

Supply/Maintain Organizational Efficiencies
- Privatization of Supply/Maintain Functions
- AMC Workloading Efficiencies
- Res Comp On-Post/Off-Post Support

Beyond POM 98-03

Contracting:
- Organizational Alternatives

Test and Evaluation:
- Organizational Consolidation

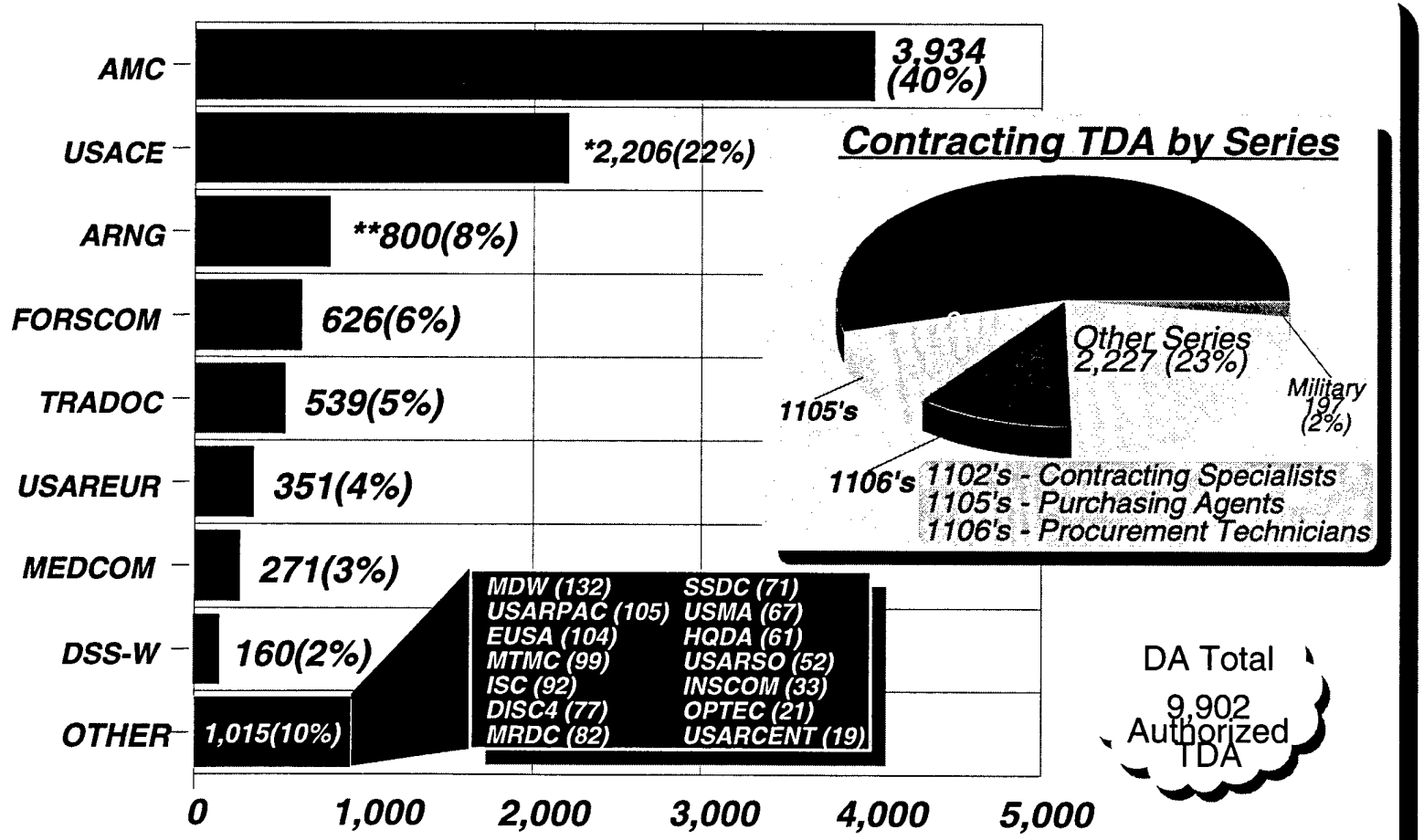
Supply/Maintain:
- Depot Privatization
- Consolidation of Design Centers
- Consolidation of Maintenance Infrastructure
- National Provider

SAVINGS

POM 98-03 Potential Savings

1,037 TDA Reduction ($52M Per Year)

Current Army Contracting TDA

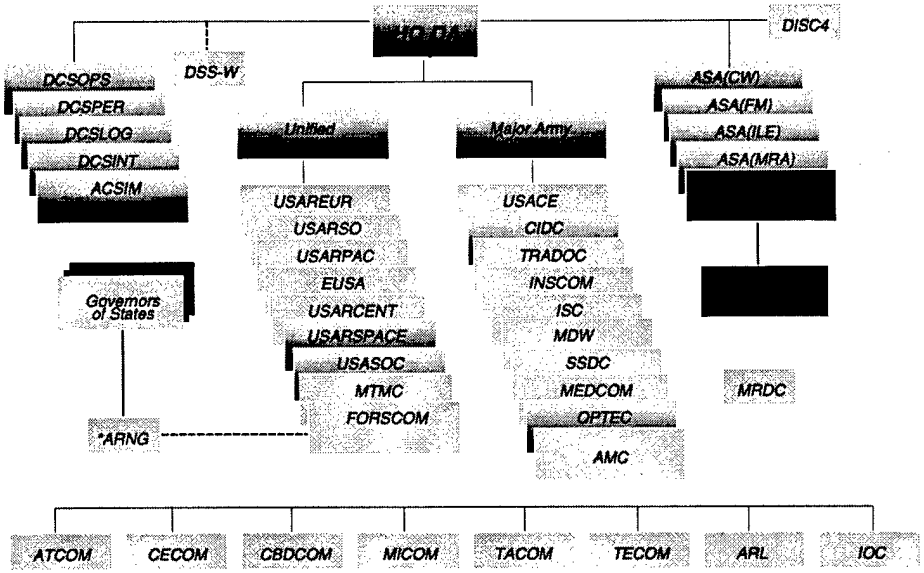


FY95 Authorized Personnel

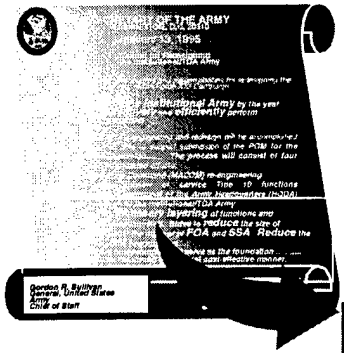
*1,006 Engineers (800 series)

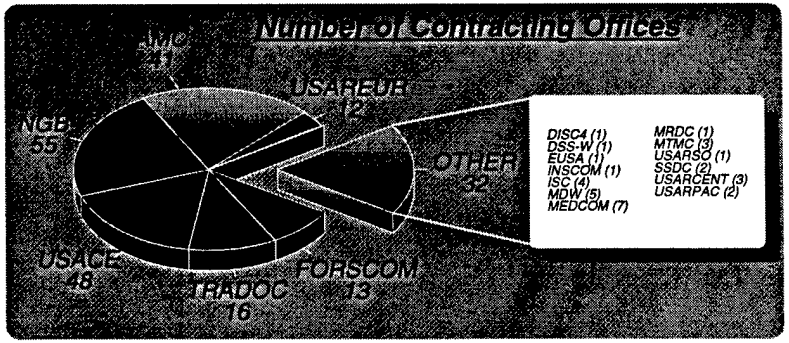
**400 Air National Guard

Contracting Overview



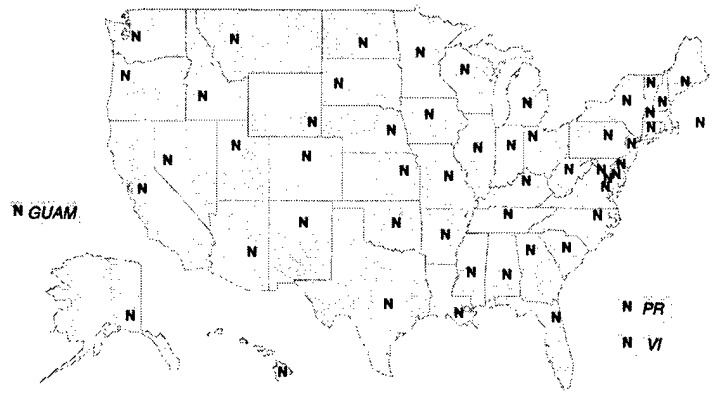
*Note: Army & Air National Guard



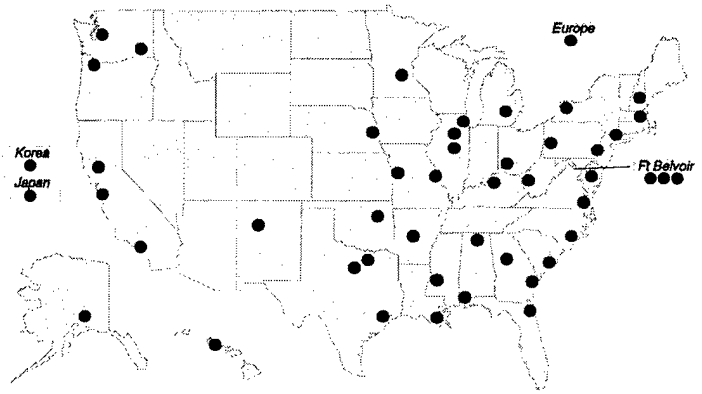


Army Contracting Activities

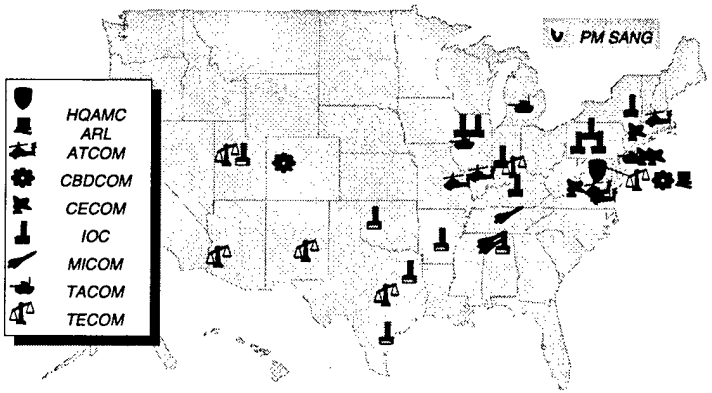
ARNG (55 Offices)



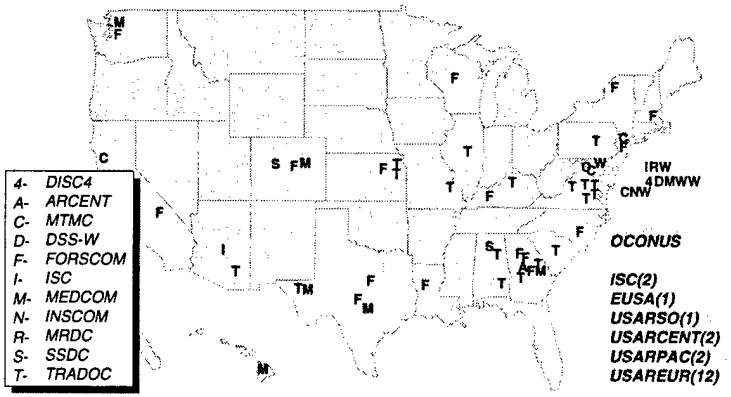
USACE (48 Offices)



AMC (41 Offices)



Other MACOM's (73 Offices)



Multiple Contracting Offices = Multiple Implementation Procedures

Multiple Contracting Offices in Same Location

Ft. Richardson, AK

MACOM	Actions	Dollar	TDA
ARNG	3,460	$22M	14
USACE	2,833	$179M	47
USARPAC	13,858	$47M	44

Huntsville, AL

MACOM	Actions	Dollar	TDA
MICOM	6,482	$108M	69
MICOM	5,683	$2,575M	611
SSDCM	1,160	$1,257M	64
USACE	3,471	$361M	50

Little Rock, AR

MACOM	Actions	Dollar	TDA
ARNG	8,839	$15M	17
USACE	24,996	$36M	47

Ft. Huachuca, AZ

MACOM	Actions	Dollar	TDA
ISC	2,821	$214M	72
TRADOC	25,978	$243M	45

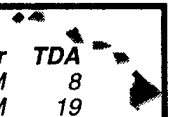
Washington, DC

MACOM	Actions	Dollar	TDA
ARNG	3,769	$3M	7
DSS-W	17,057	$1,184M	160
MDW	1,857	$8M	N/A
MEDCOM	28,335	$124M	55

Ft. Gordon, GA

MACOM	Actions	Dollar	TDA
MEDCOM	27,748	$34M	16
TRADOC	15,732	$70M	39

Ft. Shafter, HI



MACOM	Actions	Dollar	TDA
ARNG	3,070	$21M	8
MEDCOM	16,031	$52M	19
USACE	2,343	$145M	58
USARPAC	12,727	$206M	61

Rock Island, IL

MACOM	Actions	Dollar	TDA
IOC	16,655	$84M	64
IOC	1,218	$1,346M	200
TACOM	2,372	$431M	230
USACE	32,433	$86M	19

New Orleans, LA

MACOM	Actions	Dollar	TDA
ARNG	7,992	$5M	11
USACE	5,173	$134M	90

Natick, MA

MACOM	Actions	Dollar	TDA
ARNG	6,713	$11M	15
SSCOM	5,893	$62M	33

APG, MD

MACOM	Actions	Dollar	TDA
CBDCOM	576	$185M	80
TECOM	27,486	$326M	96

Nashville, TN

MACOM	Actions	Dollar	TDA
ARNG	11,116	$19M	21
USACE	8,199	$58M	26

Ft. Hood, TX

MACOM	Actions	Dollar	TDA
FORSCOM	37,651	$145M	57
OPTEC	559	$68M	21

Alexandria, VA

MACOM	Actions	Dollar	TDA
DISC4	1,394	$581M	77
MDW	8,844	$14M	32

Falls Church, VA

MACOM	Actions	Dollar	TDA
ARNG	3,457	$116M	53
MTMC	919	$79M	28

Ft. Belvoir, VA

MACOM	Actions	Dollar	TDA
MDW	13,478	$94M	44
INSCOM	5,946	$83M	33
USACE(2)	4,535	$116M	17

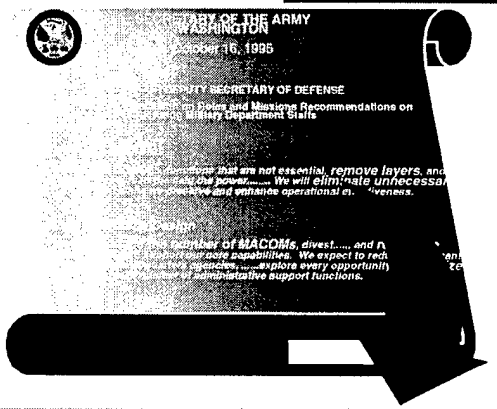
Ft. Eustis, VA

MACOM	Actions	Dollar	TDA
ATCOM	150	$72M	20
TRADOC	21,424	$92M	40

Tacoma, WA

MACOM	Actions	Dollar	TDA
ARNG	9,752	$11M	11
MEDCOM	19,557	$30M	17

Local Consolidation Opportunities



"...eliminate unnecessary duplication..."

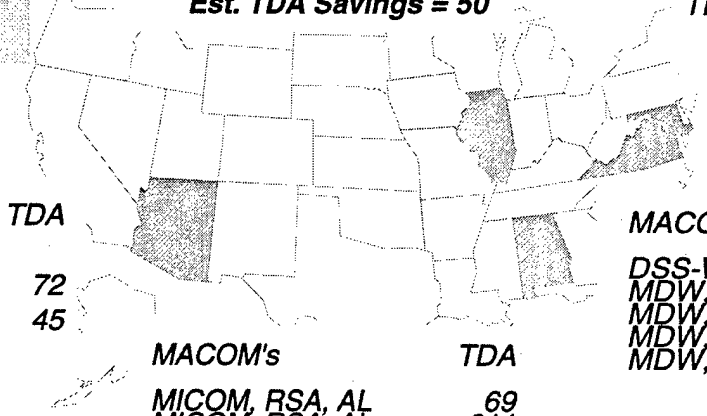
Reduction of Duplicate Overhead Staffs

AMC MSC's & SRA's	TDA
IOC, RIA, IL	200
IOC, RIA, IL	64
TACOM, RIA, IL	230

Est. TDA Savings = 50

AMC MSC's & SRA's	TDA
ARL, Adelphi, MD	101
CBDCOM, APG, MD	80
TECOM , APG, MD	96

Est. TDA Savings = 12



MACOM's	TDA
ISC, Ft. Huachuca, AZ	72
TRADOC, Ft. Huachuca, AZ	45

Est. TDA Savings = 10

MACOM's	TDA
MICOM, RSA, AL	69
MICOM, RSA, AL	611
SSDC, Huntsville, AL	64

Est. TDA Savings = 11

MACOM's	TDA
DSS-W, Washington, DC	160
MDW, Alexandria, VA	32
MDW, Ft. Belvoir, VA	44
MDW, Ft. Meade, VA	39
MDW, Ft. Ritchie, MD	17

Est. TDA Savings = 11

Additional Opportunities for Local Consolidations in CONUS & OCONUS

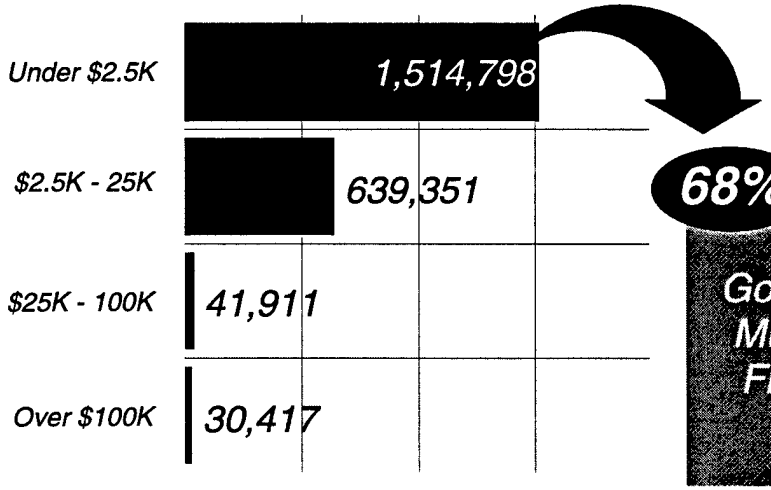
Potential TDA Savings = 94

Current Contracting Process (Under $2.5K)

Micro Purchases (Under $2.5K)

Customer Needs — Planning — Purchase Request — Evaluation Award — Deliveries to Customers

FY95 Contracting Actions*



"I View 80% As A Floor Not A Ceiling."

DENNIS J. REIMER
General, United States Army
Chief of Staff
11 January 1996

68% Micro Purchases

Government Credit Cards (VISA) Must Be Placed in the Hands of Field Activity Users/Customers, Not Contracting Personnel

*Data Source: DD 350 & Monthly 1057 Reports

Micro Purchase Efficiencies Via Credit Cards

Benefits

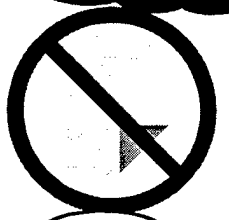
Empowered Users → **Increased Vendor Satisfaction**

Open Issue
DFAS Cost Associated With Credit Card Use

1,5[illegible]798 *Army Procurement Actions Below $2.5K*

1,211,838 *Of Those Actions Can Be Performed With Credit Card (Army Wide Goal of 80%)*

302,959 *Additional Actions Eligible for New Credit Card Usage (Today Average Usage = 60%)*



Each Use of the Credit Card Eliminates the Need for a Purchase Order

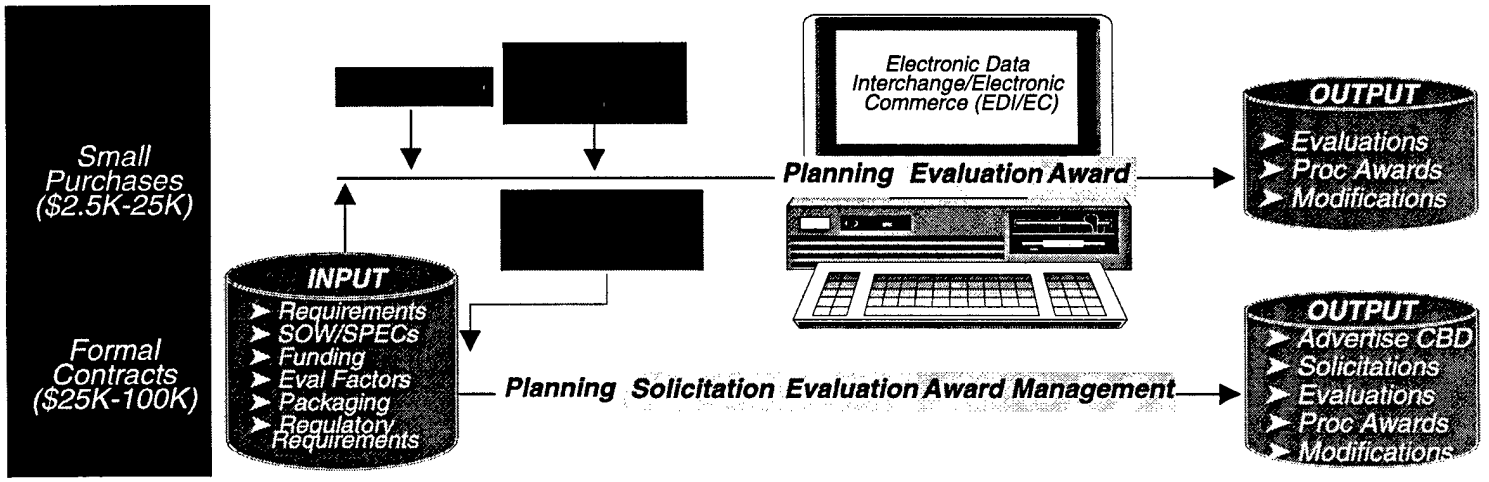
Converting to Manpower Equivalents ***YIELDS:***

FORSCOM Experience

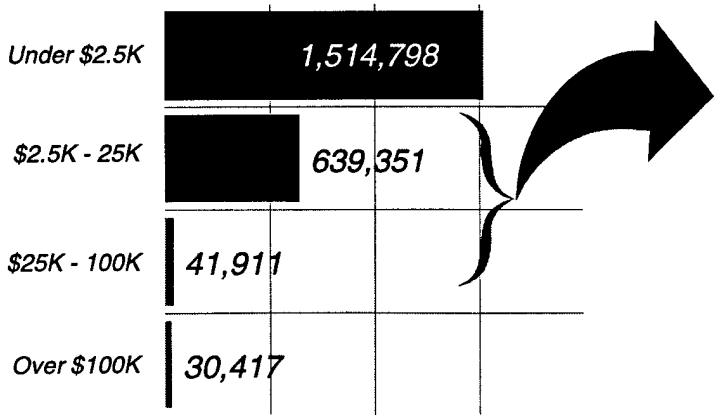
- *Reduction in Manpower Thru Credit Card Use*
- *.67 hrs. Per Action of Purchasing Agent Time*

Army-Wide 117 Purchasing Agent Reduction

Current Contracting Process ($2.5K - 100K)



FY95 Contracting Actions*



*Data Source: DD 350 & Monthly 1057 Reports

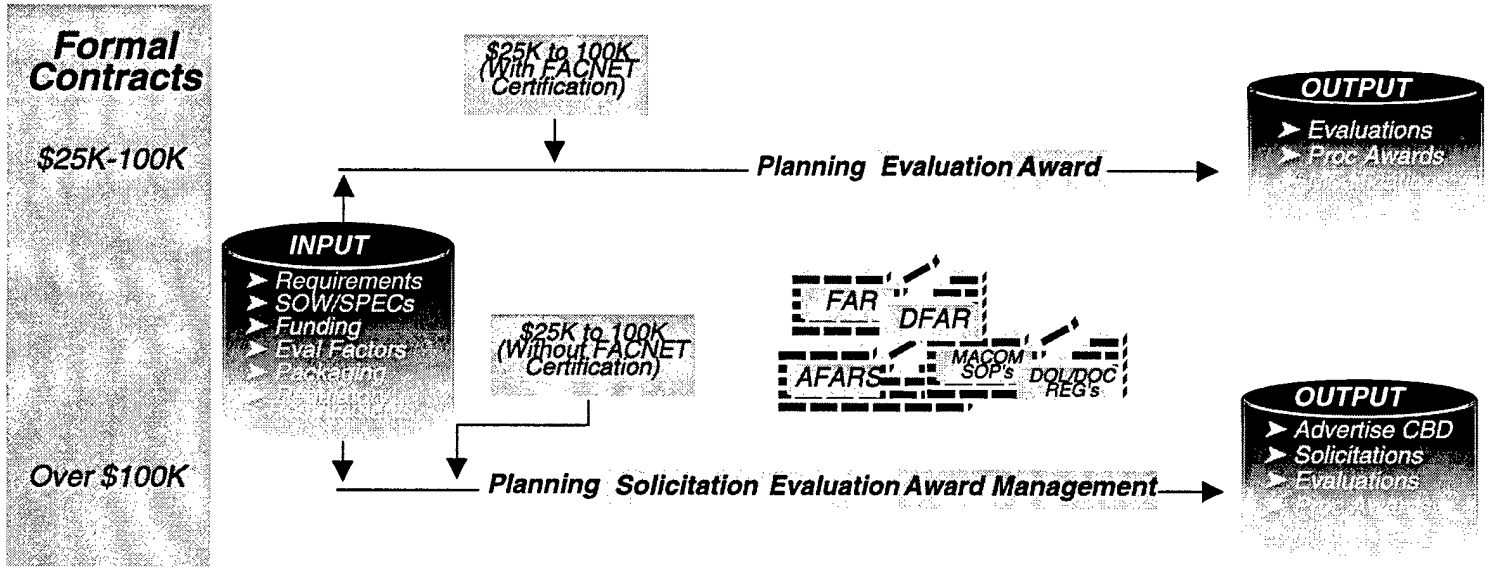
31%

EDI/EC Re-engineering Initiative

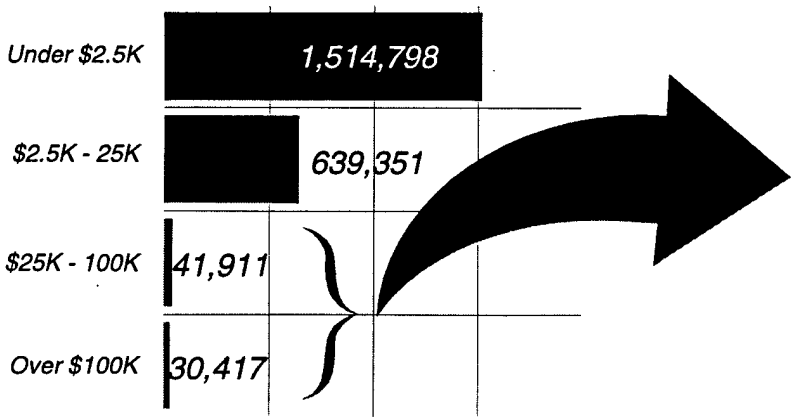
MEDCOM Experience:

- Travel reduction ($600K)
- Requisition paperwork elimination ($200K)
- On-time inventory reduction ($43M) due to Order-Ship-Receipt times

Current Contracting Process (Over $25K)



FY95 Contracting Actions*



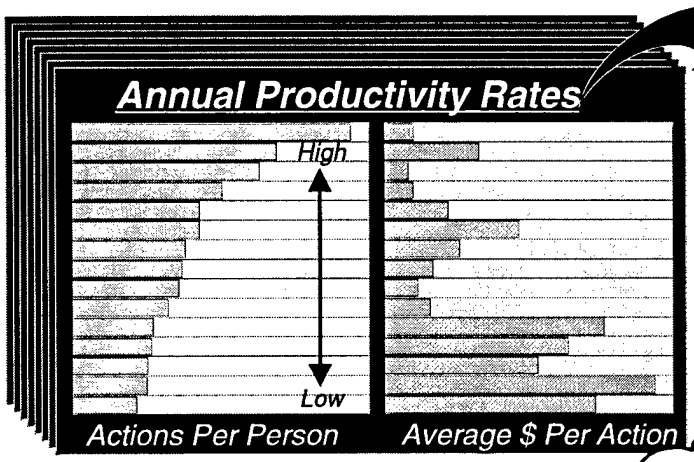
*Data Source: DD 350 & Monthly 1057 Reports

3% Workload Based Manpower Determination

- Workload Measures
  - Actions Completed
  - Dollar Awarded
- Annual Productivity Rates
- TDA Estimates by Statistical Model

Ability To Stratify Different Kinds of Actions Limited By Data Availability

Workload Based Manpower Determination

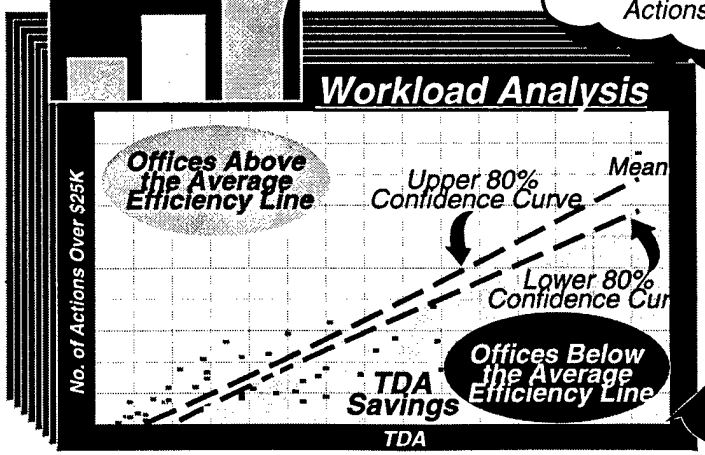


Grouping By Similar Types of Contracts

- Systems Acquisition
- Depots and Arsenals
- Installations and BASOPS
- Health Care and Medical Equipment
- Construction and Architect Engineering
- Transportation
- CINC's and OCONUS Contracts
- ARNG
- DSS-W/MDW

Efficiency Goals in Terms of TDA

Assumption
TDA Strength Depends on the Number of Actions over $25K

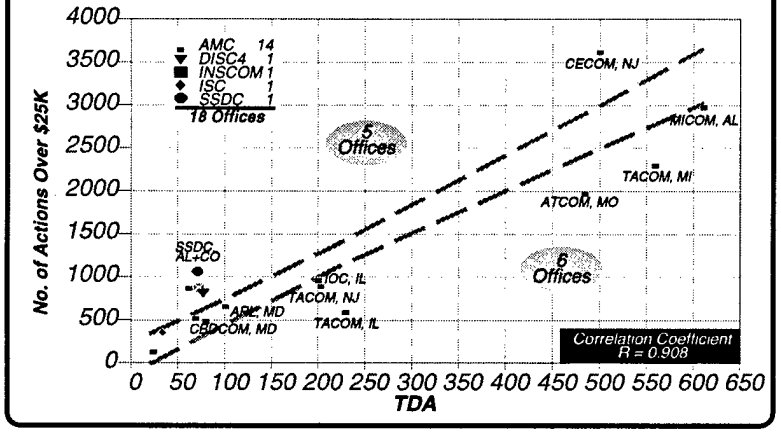


Methodology

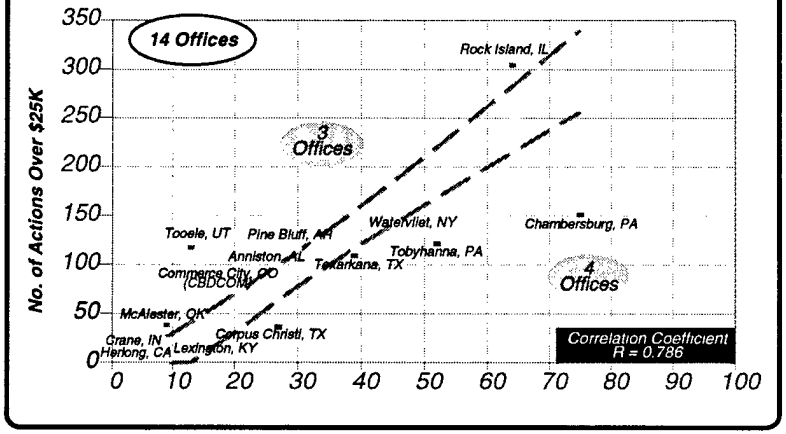
- Plot TDA vs. Contracting Actions Over $25K
- Estimate the Regression Line
- Construct 80% Confidence Limits for the Mean
- Compute TDA Savings from Lower Confidence Limit on the Mean

Similar Types of Contracts

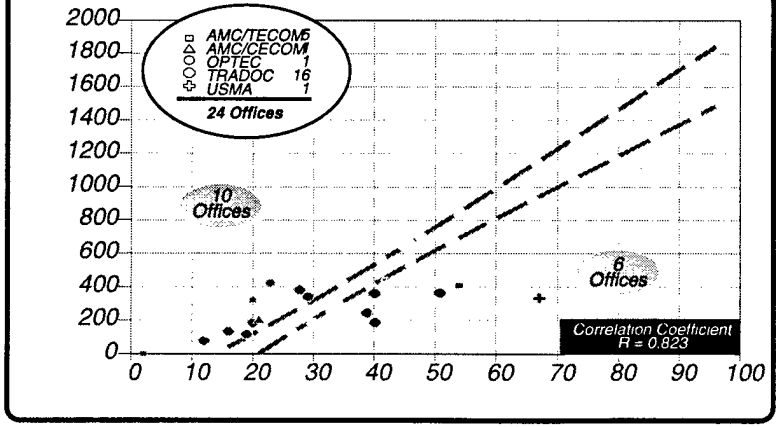
Systems Acquisition



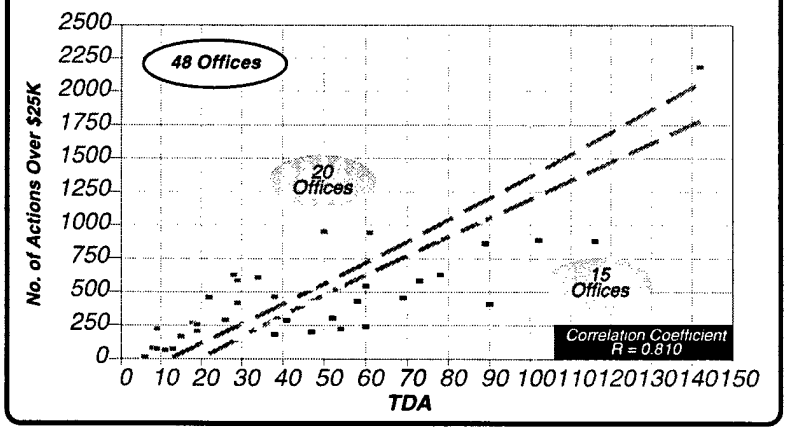
AMC Depots and Arsenals



MACOM Installations



USACE Construction & Architect Eng

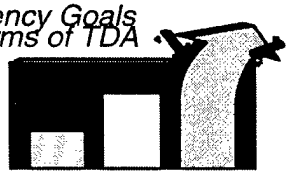


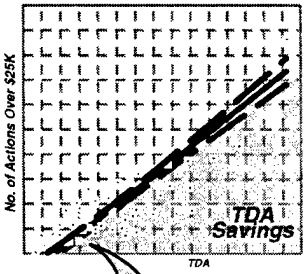
Inconsistency In Contracting Office Efficiency

Contracting Workload & Potential TDA Reduction

MACOM	Actions		$ Awarded ($M)		FY96 TDA*	TDA Savings	
	Under $25K	Over $25K	Under $25K	Over $25K		TDA	%
AMC	199,393	21,188	$426	$14,707	3,934	392	10%
ARNG	404,129	2,818	$271	$545	800	69	9%
DISC4	573	821	$3	$578	77	0	0%
DSS-W	14,011	3,046	$51	$1,134	160	0	0%
EUSA	40,988	996	$69	$178	104	0	0%
FORSCOM	317,799	6,060	$363	$895	626	18	3%
INSCOM	5,592	354	$7	$76	33	0	0%
ISC	3,812	1,192	$20	$273	92	0	0%
MDW	39,774	1,102	$61	$142	132	2	2%
MEDCOM	156,171	2,495	$209	$352	271	0	0%
MRDC	21,148	597	$37	$136	82	20	24%
MTMC	6,524	453	$15	$130	99	0	0%
OPTEC	363	196	$2	$66	21	0	0%
SSDC	2,275	1,054	$4	$1,270	71	0	0%
TRADOC	358,644	5,049	$308	$1,020	539	32	6%
USACE	423,686	21,108	$468	$7,161	2,206	260	12%
USARCENT	2,488	54	$6	$56	19	0	0%
USAREUR	101,473	2,015	$172	$415	351	1	0%
USARPAC	25,695	890	$44	$209	105	2	2%
USARSO	18,974	505	$30	$59	52	0	0%
USMA	10,627	335	$18	$56	67	30	45%
TOTAL	**2,154,149**	**72,328**	**$2,582**	**$29,457**	**9,841****	**826**	**8%**

Efficiency Goals in Terms of TDA





*400 Air National Guard

**Excluding 61 for OASARDA & US Contracting Support Agency (FOA)

TDA Savings Via Benchmarked Best Practices

Contracting POM 98-03 Summary

Conclusions

- *MACOMs Need to Take Full Advantage of Credit Card Opportunities*
- *Disparities in Contracting Office Resources Per Action within MACOMs*
- *Multiple Policy Layers and Potential Local Contracting Office Consolidation*

Issues & Concerns

- *Need to Avoid Double Counting of TDA Savings*
- *Privatization Will Increase Contracting Workload*
- *Trend Towards More Best Value Contracting...Increases Contracting Workload*

Decisions Required

- *Mandate Minimum Credit Card Usage Rate of At Least 80% for Micro Purchases*
- *Within Each MACOM, Identify and Implement Best Practices in Contracting to Achieve TDA Savings Identified in Workload Based Manpower Determination*
- *Eliminate Multiple Local Policy & Contracting Offices*

POM 98-03 Potential TDA Reduction **1,037** *($52M Per Year)*

E/S/M FAA Discussion Topics

POM 98-03

Contracting:
- Consolidation of Local Contracting Offices
- Credit Card Efficiencies
- Workload Based Manpower Determination

Science and Technology:
- On-going Re-Engineering Initiatives

Test and Evaluation:
- Functional Realignment

Supply:
- Prescribed Load List (PLL) Elimination
- Readiness Based Sparing
- Centralized Asset Mgmt/Single Stock Fund
- Wartime Support Requirements

Maintain:
- Integrated Sustainment Maintenance
- IFTE BSTF Allocation

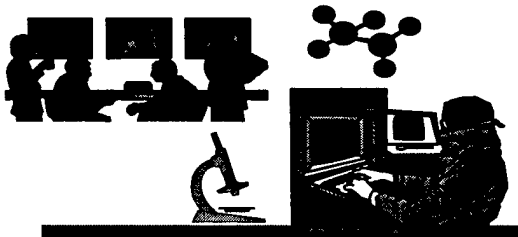
Supply/Maintain Organizational Efficiencies
- Privatization of Supply/Maintain Functions
- AMC Workloading Efficiencies
- Res Comp On-Post/Off-Post Support

Beyond POM 98-03

Contracting:
- Organizational Alternatives

Test and Evaluation:
- Organizational Consolidation

Supply/Maintain:
- Depot Privatization
- Consolidation of Design Centers
- Consolidation of Maintenance Infrastructure
- National Provider



Continue Re-Engineering Initiatives to Achieve Already Programmed POM 98-03 Savings

Major Studies/Assessments of Army S&T

1989	ASB Study - Army's Tech Base Strategies for 90's
1990	LAB-21 Study
1991	ASB Independent Assessment of ARO
1991	Fed. Adv. Comm. on Consolid/Convers of Def R&D Labs
1993	ASB Study on AMC RDECs
1993	Board of Army S&T - Strategic Tech's for the Army
1993	NRC Study of ARL Alternative Orgs & Mgmt Options
1994	Joint Labs Cross-Service Group (BRAC 95)
Current	ASB Review of Re-Engineering the Army Acquisition and Modernization Process
Current	Umbrella FAA

These Set The Stage For Today's Restructured S&T Environment

Army S&T Processes, Management, Organization and Reporting Structure .... Have Been Major Focus of Recent, High-Level, Independent Studies

The Re-Engineered S&T Team

ARO

Army Research Office

Provide Fundamental Knowledge to
Army Science Base
Thru Extramural Research for Solutions of Military Problems

Extramural Research In:

- *Physical*
- *Engineering*
- *Mathematics*
- *Atmospheric*
- *Terrestrial*
- *Biological*

ARL

Army Research Laboratory

Provide
Key Technologies
and
Analytical Support
Thru Exploratory and Applied Research

Five Thrust Areas:

- *Digitization/Communications*
- *Armor & Armaments*
- *Soldiers Systems Technology*
- *Air & Ground Vehicle Tech*
- *Survivability/Lethality Analysis*

RDECs

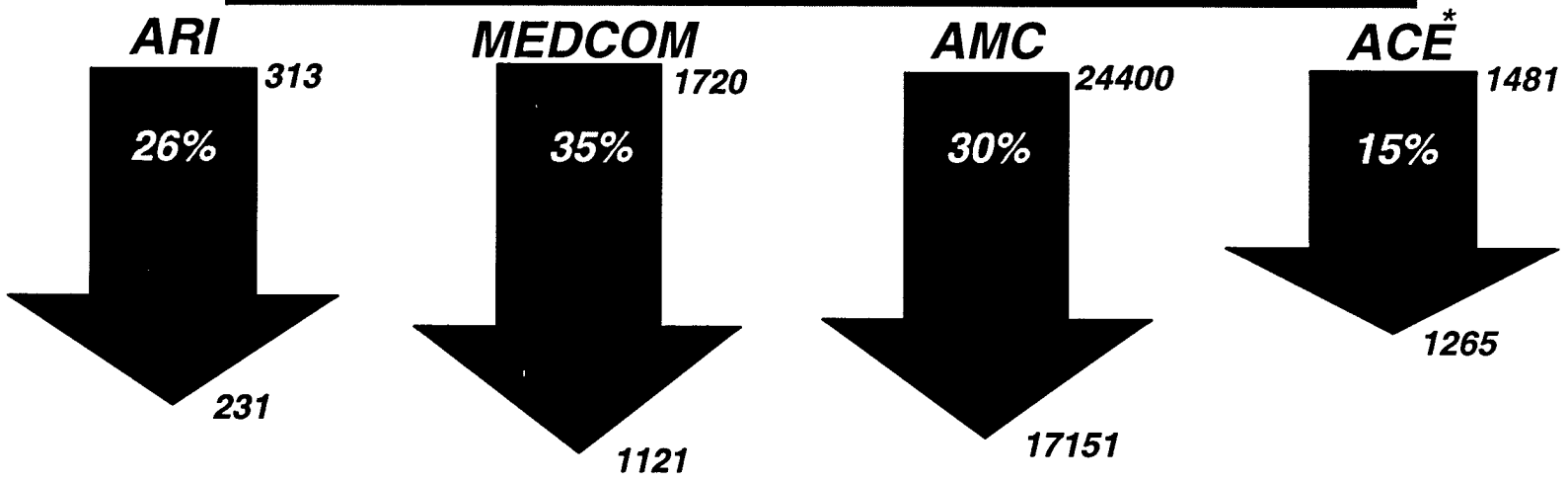
Research, Engineering & Devel. Centers

Develop and
Transition Technologies
and Provide
Engineering Support
to Developmental Systems (PEOs/PMs) and Fielded Systems (Div/Corps)

Major RDE Activities:

- *Integrate & Demo Tech*
- *Transition Tech to PEO/PM*
- *Tech Support to PEO/PM*
- *Quick Reaction to Field Problems*

FY89-99 RDT&E Infrastructure Drawdown



BRAC I (88)
- Close MTL (Materiel Technology Lab)

BRAC 91
- Consolidate LABCOM (7 Labs) to create ARL
- Reduce Medical Labs (from 9 to 6)
- Close Army Institute for Res. Mgmt Info, Commo and Computer Sciences

BRAC 93
- Close BRDEC

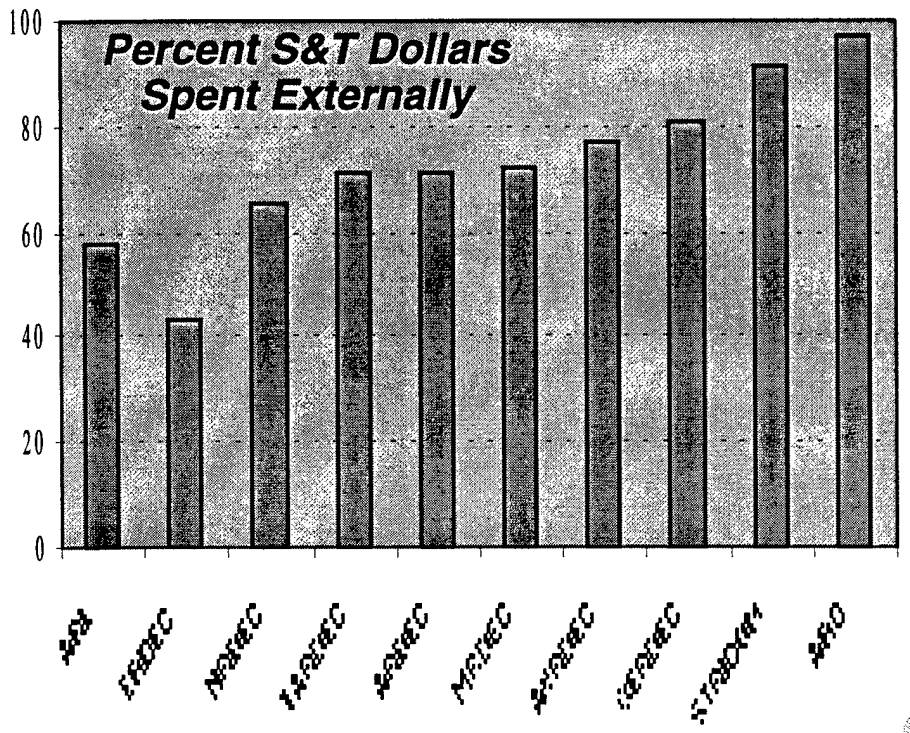
BRAC 95
- Co-locate AVRDEC with MRDEC --- Consolidate Common Functions

Significant Re-Engineering of S&T Accomplished to Date

*Majority of TDA spaces are funded by civil works dollars vs. RDT&E

Note 1: FY99 Numbers Include PBD 755
Note 2: Source SARD-ZT RDT&E Infrastructure Data Call, Apr 94

S&T: In-House vs Out-House Ratios



*Significant Degree of **"Privatization"** in Army S&T Today*

$1.2B S&T FY96

Approx 64% of ARL/RDEC S&T $'s Spent External to Govt Organizations

**** Data from January 1996 Data Call***

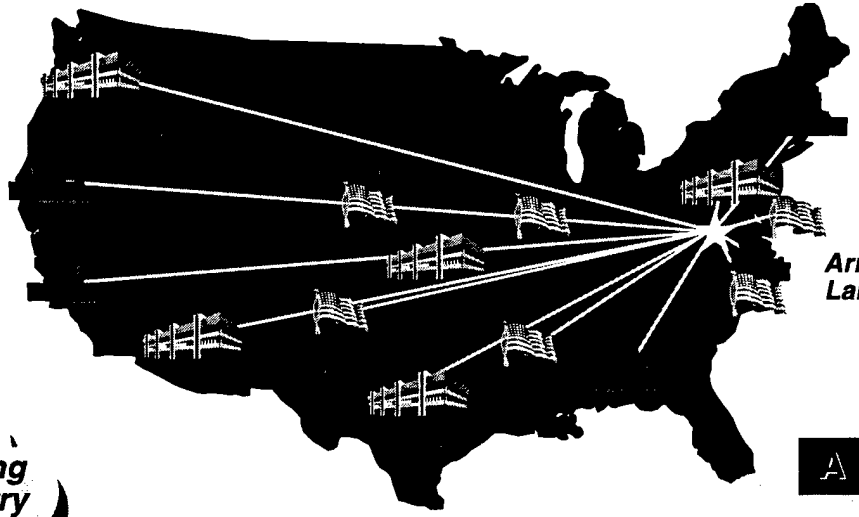
Major Ongoing Initiatives in Army S&T

- ✓ **Federated Lab Concept** ← *Broadly Supported "Out-of-the-Box" Initiative*
- ✓ **TRADOC/AMC Battle Labs Partnerships & ACT II**
- ✓ **Extensive Use of CRADAs* (792) to Partner With Industry**
- ✓ **Full Implementation of STO/ATD/ACTD Process**
- ✓ **Army Lead Responsibility For Medical (Tri-Service Reliance)**
- ✓ **Army Lead Responsibility for Tri-Service Chem-Bio Defense**
- ✓ **Increased Emphasis on the Soldier (Soldier System Command)**

* *Commercial Research and Development Agreement*

Need Time to Mature and Gain Benefits

Federated Lab Concept--A Business Opportunity



Army Research Laboratory

WHAT:

A Partnership Among Government, Industry & Academia using Cooperative Agreement Authority

A New Process:

Federated Lab Represents Major Change in the Way We Do Business...

We Just Signed the Contract

WHY:

- *So We Can Balance In-House & External Tech Base Contributions*
- *Because The Tech Base Is:*
  - *–Constantly Changing*
  - *–Stronger Externally in Some Areas*
  - *–Stronger In-House in other Areas*
- *So We Can Mutually Exchange Our Scientist & Engineers:*
  - *–We Become Smarter Buyers*
  - *–They Become Aware of new Business Opportunities*

In-House Focus

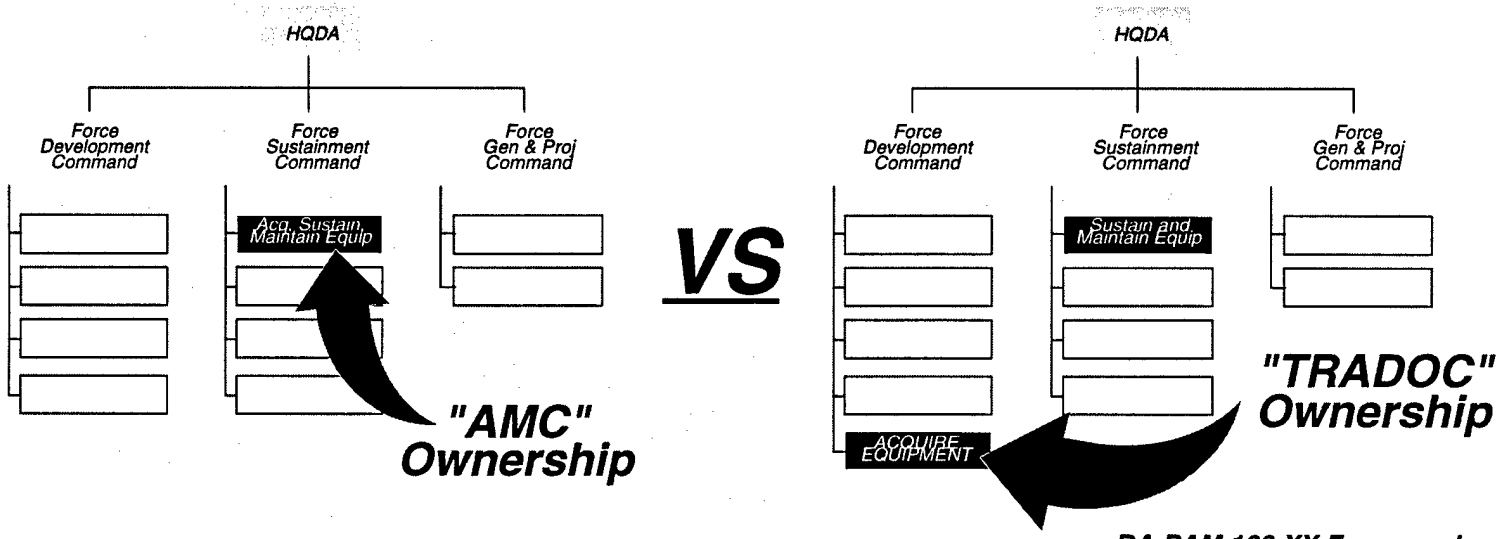
- *Weapons Technology*
- *Survivability/ Lethality Analysis*
- *Human Research & Engineering*
- *Physical Sciences*

External Focus

- *Information Sci & Tech*
- *Advanced Simulation/ High Performance Computing*
- *Sensors*
- *Vehicle Structures*
- *Vehicle Propulsion*

Issue: Ownership of S&T in Army

Integration of "Acquire Equipment" Process in Force XXI Objective State



DA PAM 100-XX Framework

Umbrella FAA Proposal Regarding Army S&T

1. Eliminate ARL; Realign most Directorates to AMC RDECs; Elim. other Directorates
2. Realign new RDECs & ARO with TRADOC to integrate concepts and technology

What is the IMPACT of Proposal on the Army?

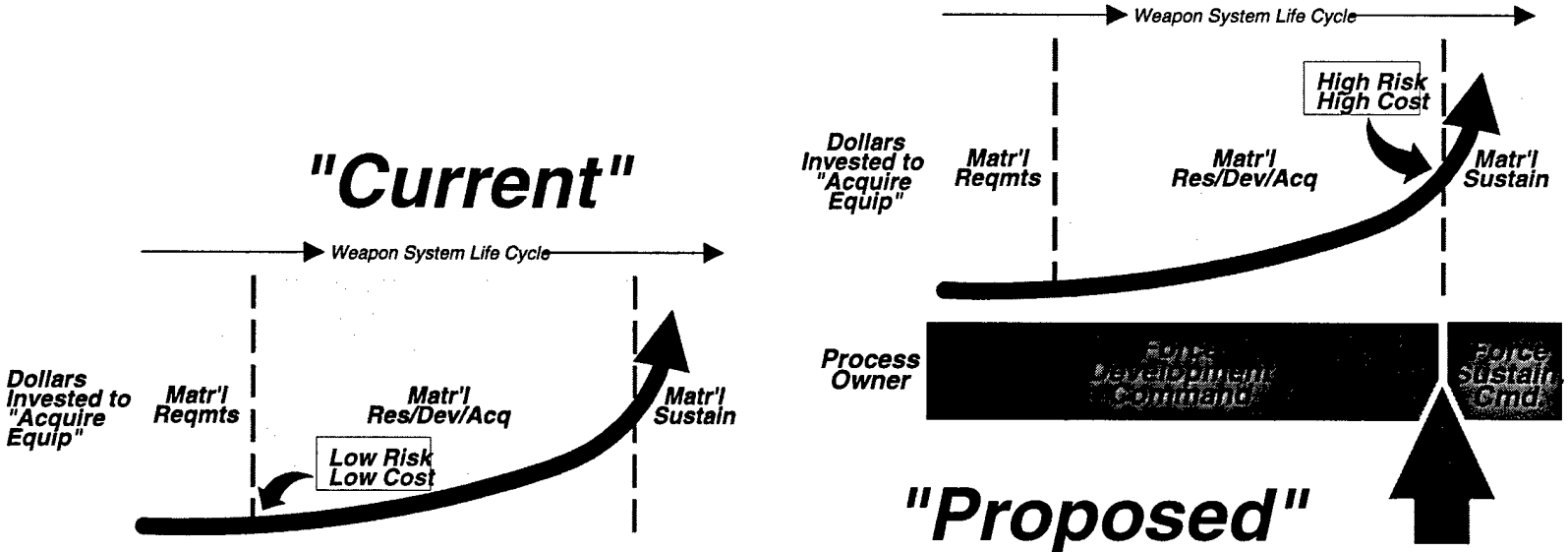
Why S&T is Integrated with Acq. & Sustainment

Powerful Synergy with Acquisition & Sustainment	**"S&T/Logistics Influence Each Other"** *Future Readiness is the Measure*
Strong, Essential Partnership Between AAE, PEO/PMs and AMC	**"Development to Production"** *Matrix Spt, Legal, Log, Proc, Engr, etc.*
Strong, Yet Balanced, Partnership with TRADOC	**"Balance"** *Tech Push & Reqmts Pull*
Builds on a Winning Tradition	**"Results"** *Desert Storm*

Don't Create a Handoff "Late" In Cycle

Umbrella FAA Proposal

Jeopardizes Success Of Producing Supportable And Sustainable Equipment

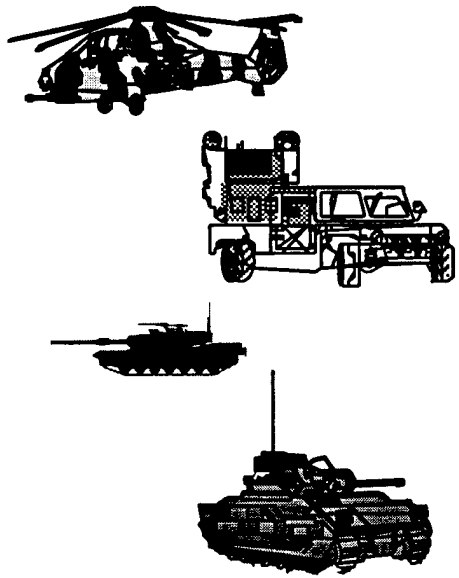


E/S/M FAA Recommendation

Keep "Acquire Equipment" in Sustainment Command --- Ensure Sustainment/Support Issues Addressed Early

HTI is a Key to Force XII

Old S&T Process Was Geared Toward



For the Last 40 Years

The Re-Engineered Process Focuses on HTI

ARL

- New Tech
- .
- .
- .
- .
- P^3I

RDEC's

- P^3I
- .
- .
- .
- .
- Upgrade Spares

HTI

Warheads
Digitization
Sensors

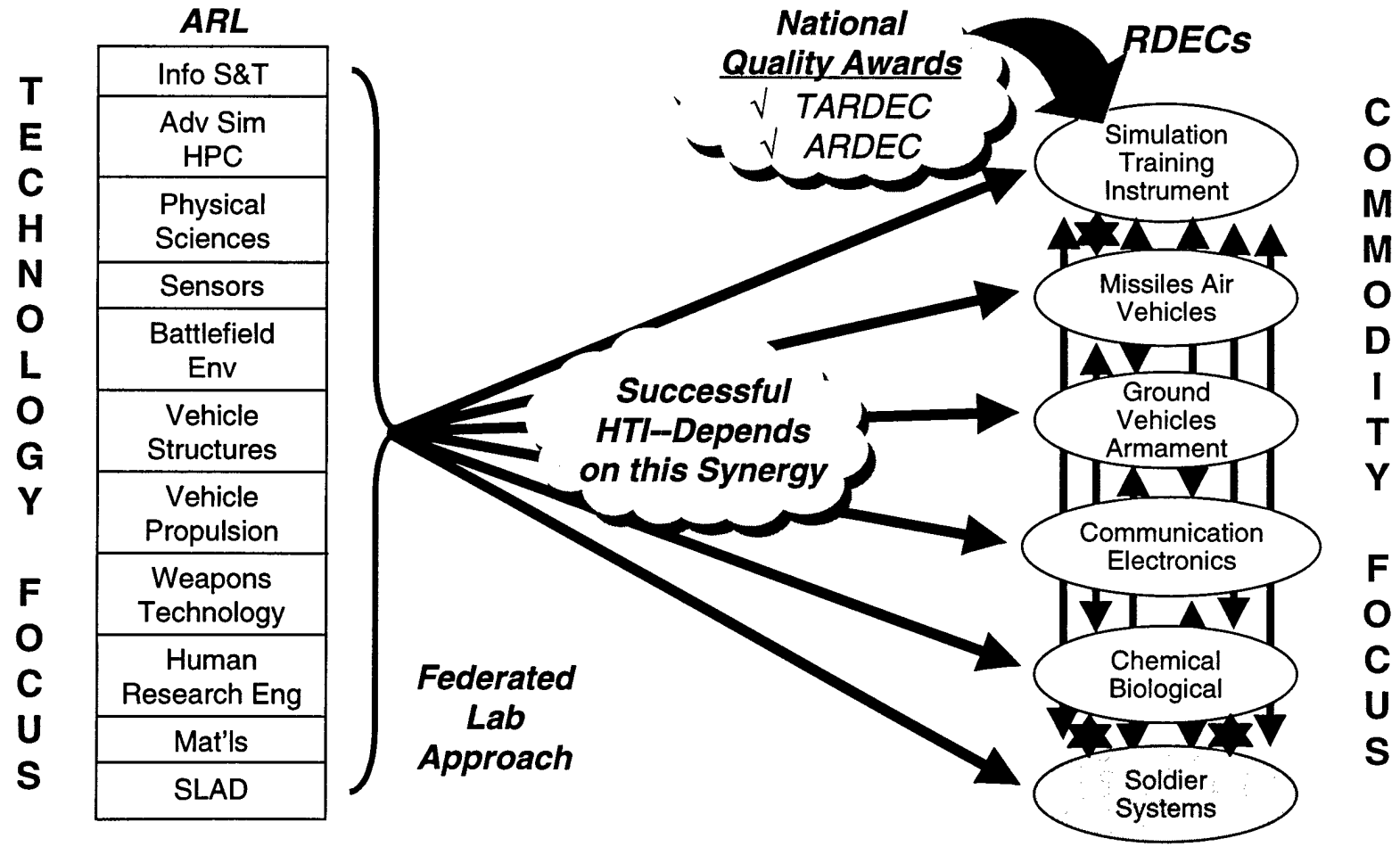
TRADOC

- USAIC
- USAARMC
- USAFAC
- USAAVNC
- AD ARTY
- SIGCEN
- INTEL
- MP
- ENGINEER
- CASCOM

SCIENTISTS → **ENGINEERS** → **CUSTOMERS**

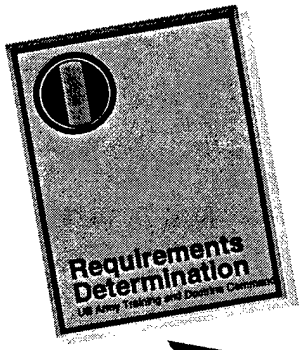
Structure Supports Force XXI HTI Goal

"Scientists" Support "Engineers"



Today's Process is Integrated--Minimizes Duplication

S&T Supports Rapid Reqmts Determination



"Defined Requirements"

- Concept Development
- Science & Technology
- Warfighting Experimentation

DTLOMS

- **D**octrine
- **T**raining
- **L**eader Development
- **O**rganization
- **M**ateriel
- **S**oldier Systems

S&T Helps Get To Right Solution Quickly

✔ **Technology Warfighting Insights**

✔ **New Technology**
- ➤ Commercial-Off-The-Shelf (COTS)
- ➤ Non-Developmental Items (NDI)
- ➤ New Starts

"DTLOS" Evaluated Before Pursuing "M" Solutions

S&T Under Force Development Command May ... Prematurely Focus on "Materiel" Solution to User Reqmts

Horizontal Technology--Model of the Future

Flir Technology

1ST GEN

6.1 Basic Research

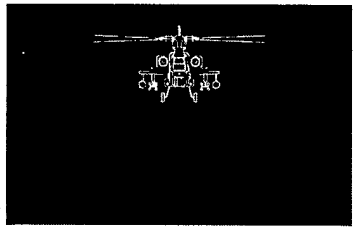
6.2 Applied Research

Common Modules

6.3 Adv. Development

EMD/Prod

Integrated Across Systems



2ND GEN

6.1 Basic Research

- Matl's Tech

6.2 Applied Research

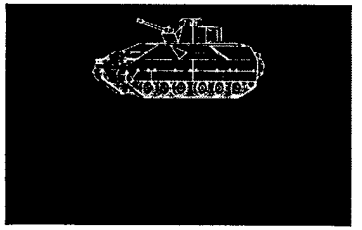
- Optics Tech
- Cooler Tech
- Perf. Model

6.3 Adv. Development

- Comp. Std
- Tech Demo
- Virt. Proto.

EMD/Prod

- Component Std
- Mfg Develop
- Virt. Prototype/ Simulation



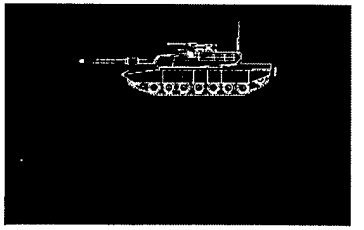
Next GEN

6.1 Basic Research

6.2 Applied Research

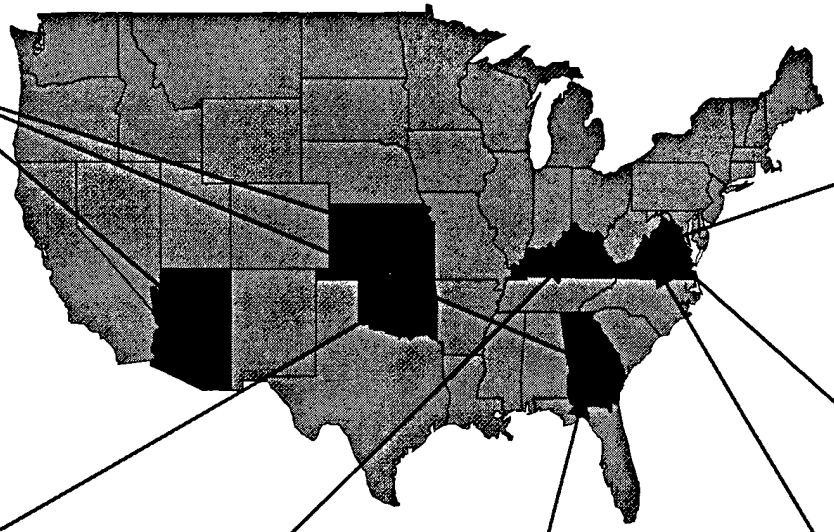
6.3 Adv. Development

EMD/Prod



1965 1970 1975 1980 1985 1990 1995 2000

AMC Support at Battle Labs



Battle Command

AMC Lead: CERDEC

Combat Service Support

AMC Lead: NRDEC
- CERDEC
- ARDEC

Depth & Simultaneous Attack

AMC Lead: ARDEC
- CERDEC
- ARL

Early Entry Lethality and Survivability

AMC Lead: MRDEC
- CERDEC

Battle Lab Integration & Technology Dir

- ARL
- CERDEC
- FAST Science Advisor

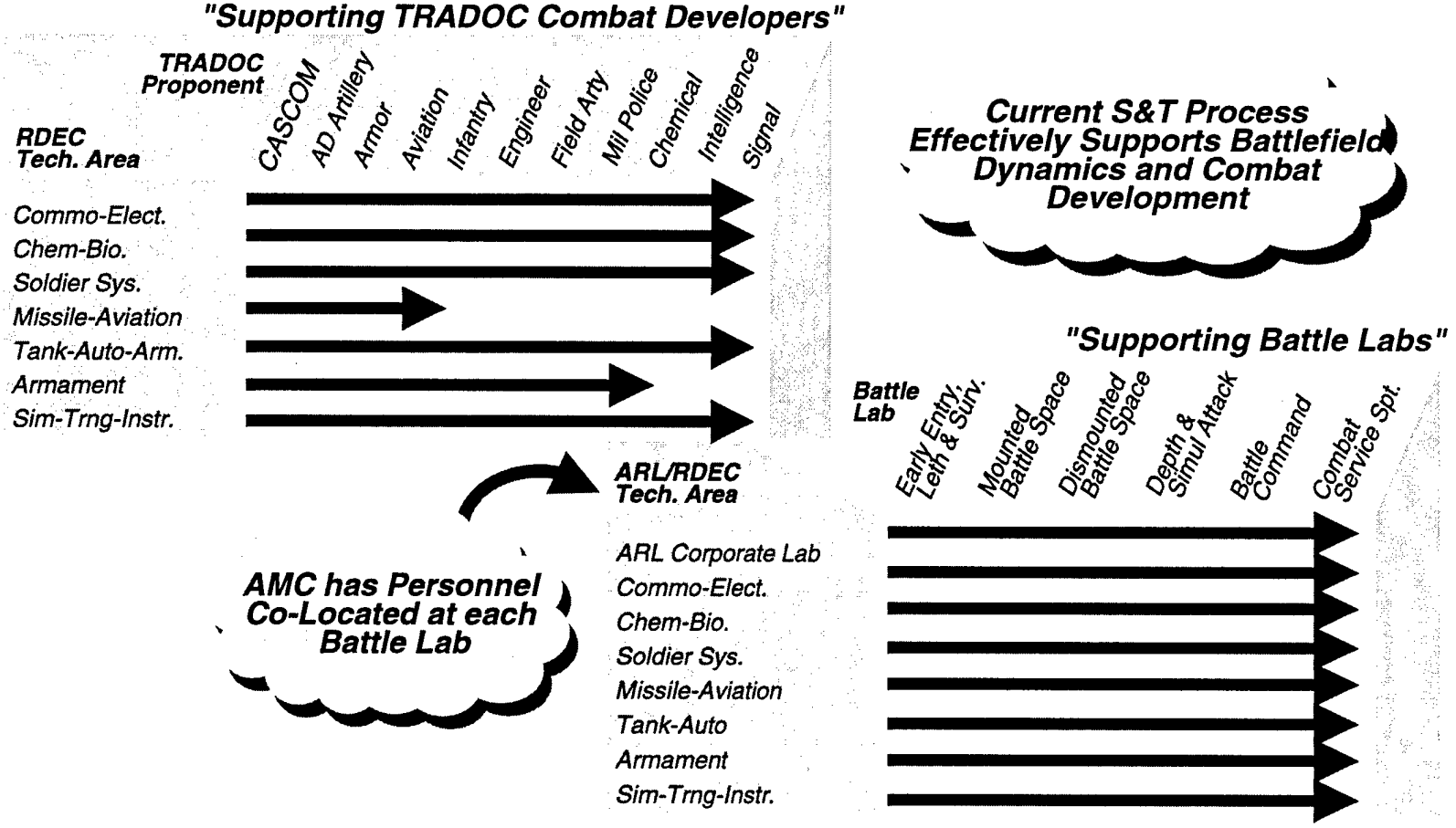
Mounted Battlespace

AMC Lead: TARDEC
- ARDEC
- CERDEC

Dismounted Battlespace

AMC Lead: NRDEC
- ERDEC
- ARDEC
- CERDEC

"Engineers" Support "Customers"



Current S&T Structure Supports Multiple TRADOC Organizations --- No Additional Process Efficiencies Under TRADOC Ownership

S&T POM 98-03 Summary

Conclusions

- Significant Downsizing, Consolidation & Re-Engineering of S&T Infrastructure Ongoing
- Major New Initiatives Still Being Implemented
- "Acquire Equipment" Lowest Cost/Risk to Army Under Force Sustainment Command
- Current S & T Process Best Supports Force XXI System Development

Issues & Concerns

- Critical Army Business Area ---At "Critical Mass" Level Now
- Umbrella FAA Proposal

Decisions Required

- Continue Ongoing Re-Engineering to Achieve the Already Programmed POM 98-03 Savings
- Discontinue Umbrella FAA look at the S&T area

E/S/M FAA Discussion Topics

POM 98-03

Contracting:

- Consolidation of Local Contracting Offices
- Credit Card Efficiencies
- Workload Based Manpower Determination

Science and Technology:

- On-going Re-Engineering Initiatives

Test and Evaluation:

- Functional Realignment

Supply:

- Prescribed Load List (PLL) Elimination
- Readiness Based Sparing
- Centralized Asset Mgmt/Single Stock Fund
- Wartime Support Requirements

Maintain:

- Integrated Sustainment Maintenance
- IFTE BSTF Allocation

Supply/Maintain Organizational Efficiencies

- Privatization of Supply/Maintain Functions
- AMC Workloading Efficiencies
- Res Comp On-Post/Off-Post Support

Beyond POM 98-03

Contracting:

- Organizational Alternatives

Test and Evaluation:

- Organizational Consolidation

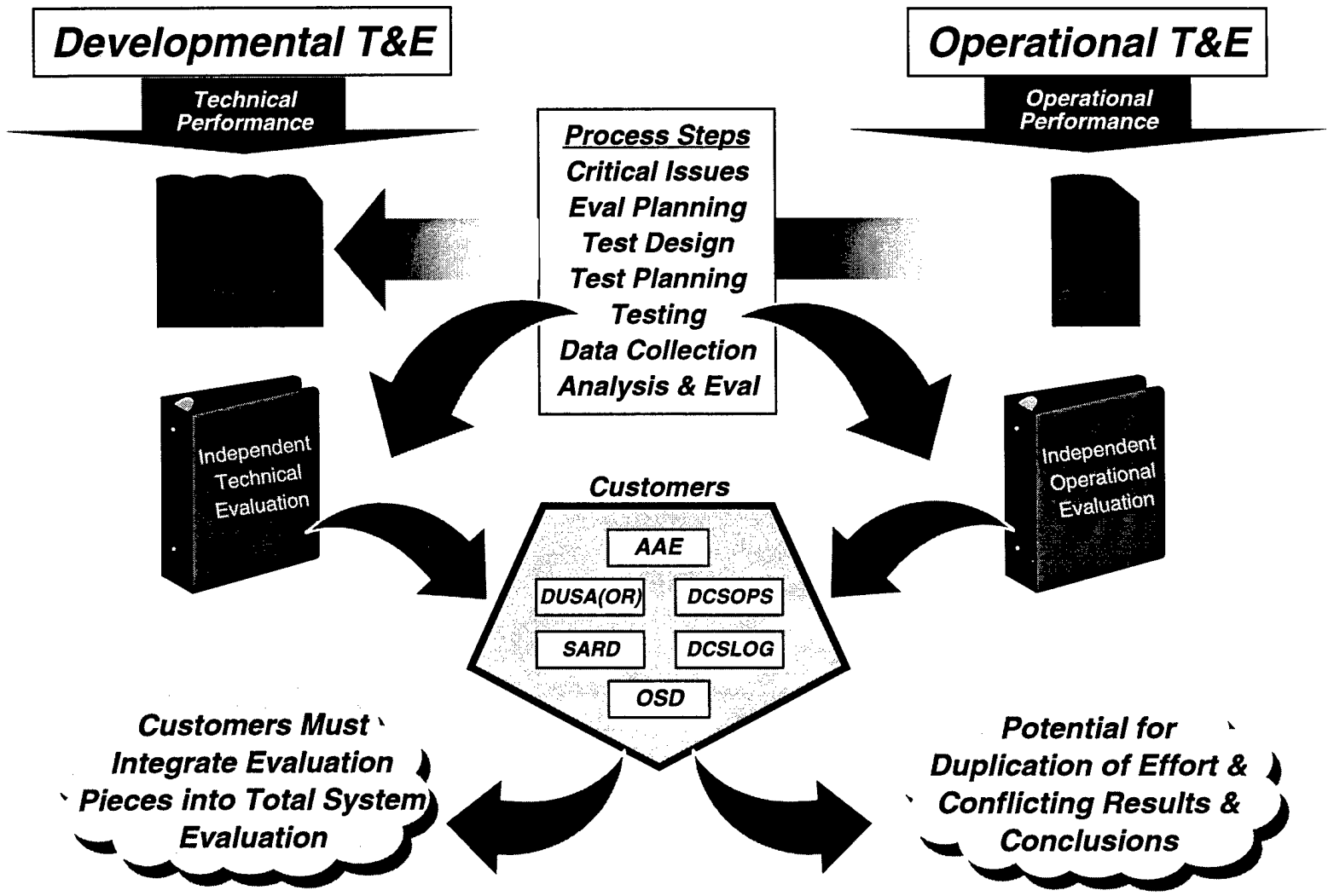
Supply/Maintain:

- Depot Privatization
- Consolidation of Design Centers
- Consolidation of Maintenance Infrastructure
- National Provider

POM 98-03 Potential Savings

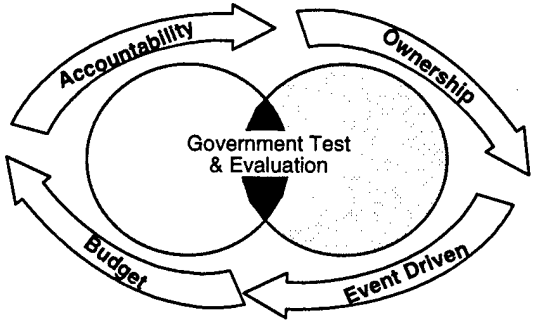
150-700 TDA Reduction ($7.5M-35M Per Year)

Current T&E Process



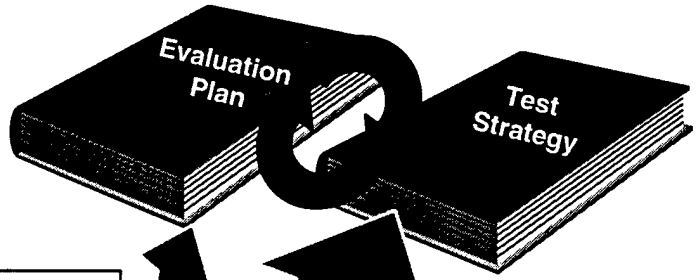
Re-Engineered T&E Process

"Single Process"



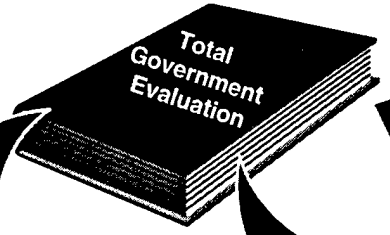
"Single Product"

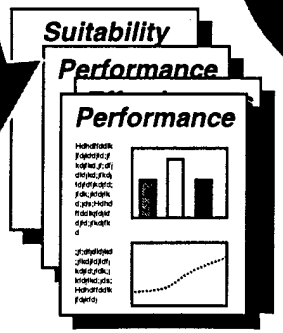
"Single Evaluation Plan & Test Strategy"



Process Steps
- Critical Issues
- Eval Planning
- Test Design
- Test Planning
- Testing
- Data Collection
- Analysis & Eval

Single Source Documents for Cradle to Grave T&E





Efficiency Improvements
- Requires Fewer Resources
- Improves Customer Responsiveness
- Streamlines Planning & Execution
- Fully Integrates Evaluation Product

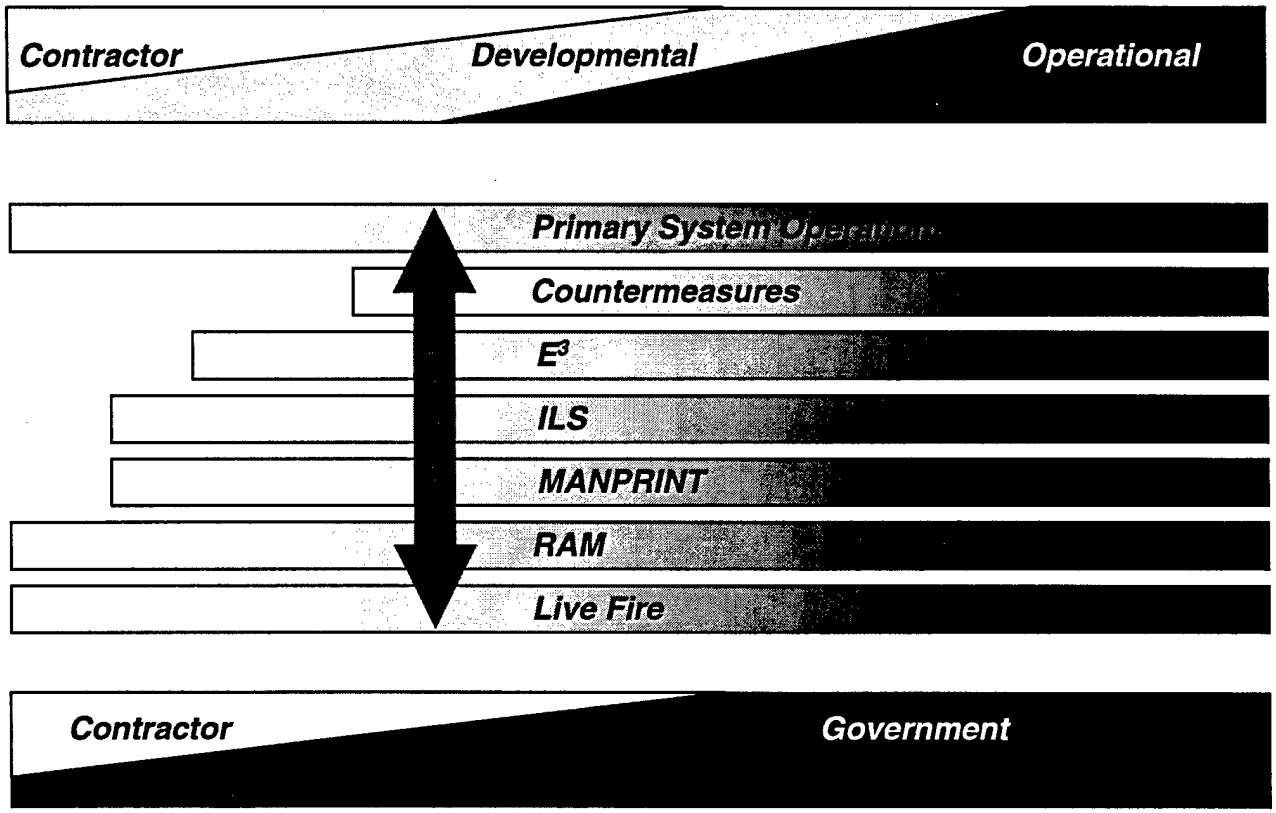
New T&E Continuum

From Today's Phased T&E Process

To Functional Area Integration

...AND

Continuous Government Evaluation



- Integrated Strategies Replace Test Phases
  - Focused Expertise
  - Single Organization Responsibilities
- Increased Use of Contractor Data
- Earlier & Increased Use of Modeling & Simulation

T&E Reengineering Options

1. FUNCTIONAL REALIGNMENT
   --Lead Agency Responsibility
   --Single Process, Single Evaluation Plan, Single Test & Simulation Strategy

2. FUNCTIONAL REALIGNMENT AND COMBINED TEST FUNCTIONS
   --Single Army Tester
   --Integrate Into TECOM Organizational Structure

3. SINGLE TEST AGENCY & COMBINED FORCE LEVEL EVALUATION
   -- Synergise Force Level Analysis (COEA, AWE, ATD, EUTE, IOTE...etc.)
   -- OE in TRADOC; DE in AMC

4. SINGLE TEST AGENCY & SEPARATE SINGLE EVALUATION ACTIVITY
   --Test Agency in AMC
   --Options for Evaluation Activity (FOA, AMC, TRADOC)

5. SINGLE CONSOLIDATED TEST & EVALUATION ORGANIZATION
   --Place in MACOM, or as FOA or...
   --Establish as Separate MACOM

Feasible for POM 98-03 Potential TDA Savings = 150-700

Beyond POM 98-03 Options

FUNCTIONAL REALIGNMENT FACILITATES MOVEMENT TO OTHER ALTERNATIVES

Functional Realignment

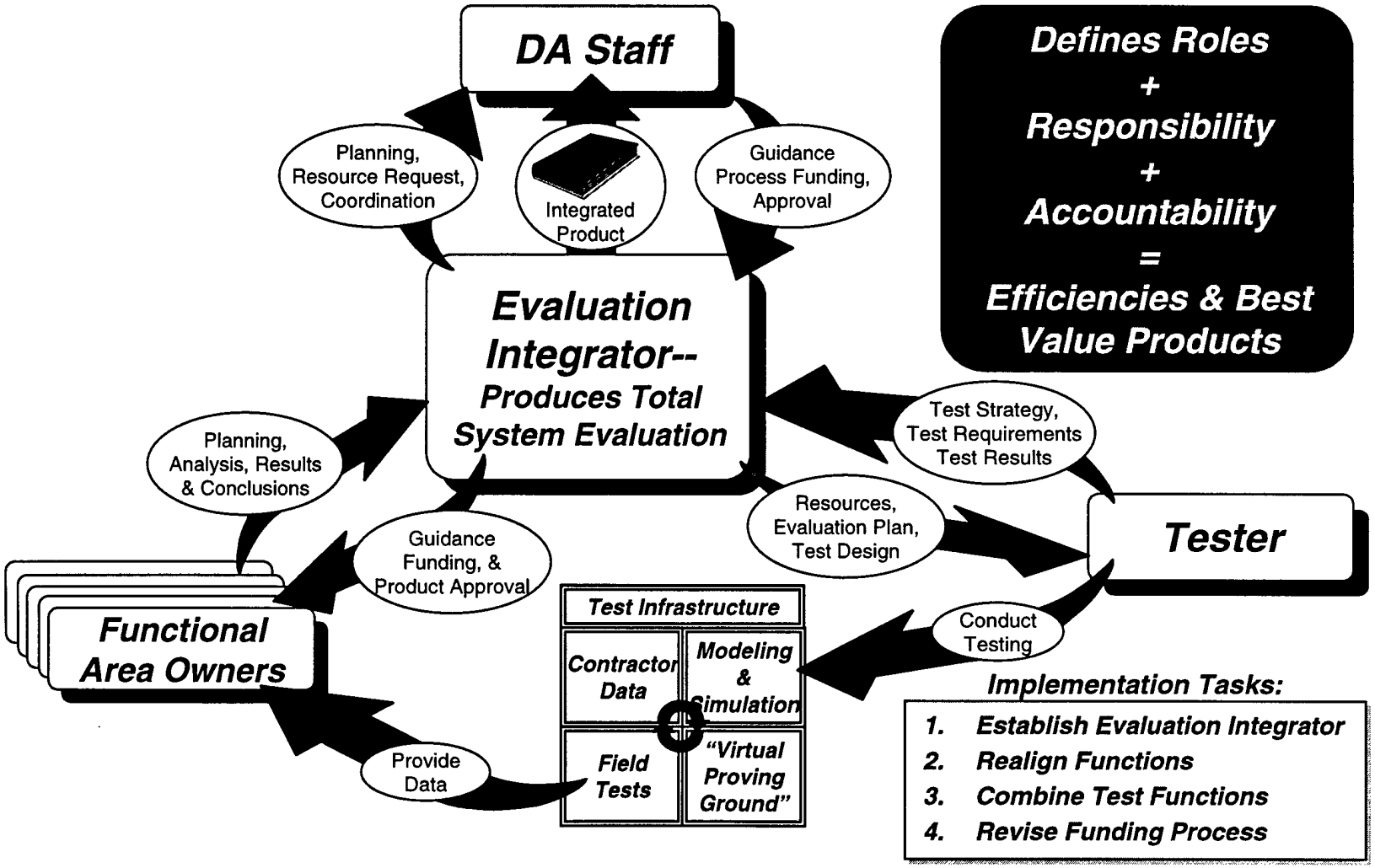
Today: Two to Five Organizations Involved in the Process Steps of Each Functional Area

Efforts Initiated as Result of 12/95 DUSA(OR) Briefing to VCSA

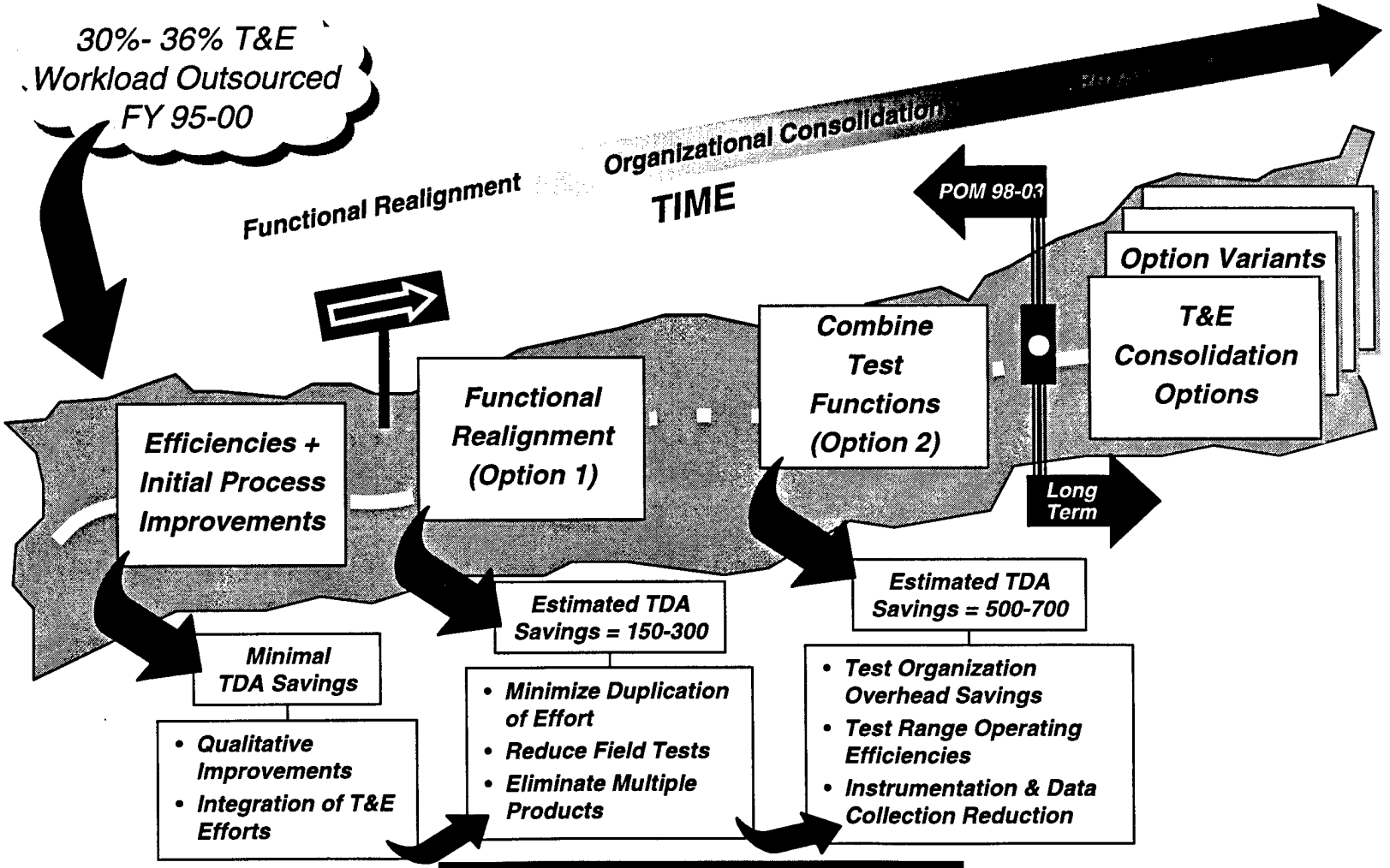
Functional Realignment Assigns Single Agency Lead Responsibility and Integrates the T & E Process

Functional Areas	Process Steps			
	Planning, Test Design, Analysis & Evaluation		Detailed Test Planning, Preparation, & Test Execution	
	Current	Proposed	Current	Proposed
Primary System Operations (Maneuver, Communicate, etc)	OEC AMSAA TECOM SSDC	OEC -- Evaluation Integrator	TECOM STRICOM RDEC TEXCOM SSDC	TECOM
Countermeasures	AMSAA SLAD OEC	SLAD	TECOM SLAD TEXCOM OTD	TECOM
E^3	AMSAA SLAD TECOM	TECOM	TECOM SLAD	TECOM
Integrated Logistics Support (ILS)	OEC AMSAA	AMSAA	TECOM TEXCOM	TECOM
MANPRINT	OEC AMSAA HRED SLAD	HRED	TECOM SLAD HRED TEXCOM	TECOM
RAM	OEC AMSAA	AMSAA	TECOM TEXCOM	TECOM
Live Fire	AMSAA SLAD TECOM	AMSAA	TECOM SLAD	TECOM

A Strategy to Functionally Realign



POM 98-03 T&E Reengineering Roadmap



How Far Do We Want to Go?

Remaining T&E Issues...Consolidated Test

"Kwajalein Missile Range Ownership"

SSDC CDR Views

- SSDC Retains Ownership of Kwajalein Missile Range
- "Safari" Operations Are Not Feasible--Feb 95 SSDC Study
- Army Should Fix the POM ($130 Shortfall Over FY 97-01)

FAA Perspective

- Consolidate Army Test Facilities--"Safari" Issue Aside
- KMR POM "Fix" Creates $$ Shortfalls Elsewhere
- TECOM Proposal Operates KMR at POM $$
  - Assumes "Safari" from White Sands Missile Range
  - Synergy with Other Test Operations

"TEXCOM Ownership"

OPTEC CDR Views

- OPTEC Should be Evaluation Integrator--(Retain TEXCOM)
- TEXCOM Assumes Test Integrator Role--(Coordination with TEXCOM)

FAA Perspective

- OEC is the Evaluation Integrator (OPTEC is HQ Element in Current Structure)
- All Test Functional Ownership Under TEXCOM (KMR & TEXCOM)

T&E POM 98-03 Summary

Conclusions

- *Single Process, Single Plans, & Single Product are a Gateway to T&E Efficiencies*
- *Consolidated Testing Streamlines Planning and Execution*
- *Functional Realignment Provides Implementation Framework to Proceed*

Issues & Concerns

- *Consolidation of Funding and Control with Process Integrators*
- *Full Consensus Not Yet Achieved on Consolidation of Testing*

Decisions Required

- *Functionally Realign Evaluation Functions*
- *Consolidate Test Functions Under TECOM*
- *Place T&E Funding Under Process Integrator Control*

Potential Savings
500-700 TDA
$25-35 Mil/Yr

E/S/M FAA Discussion Topics

POM 98-03

Contracting:

- Consolidation of Local Contracting Offices
- Credit Card Efficiencies
- Workload Based Manpower Determination

Science and Technology:

- On-going Re-Engineering Initiatives

Test and Evaluation:

- Functional Realignment

Supply:

- Prescribed Load List (PLL) Elimination
- Readiness Based Sparing
- Centralized Asset Mgmt/Single Stock Fund
- Wartime Support Requirements

Maintain:

- Integrated Sustainment Maintenance
- IFTE BSTF Allocation

Supply/Maintain Organizational Efficiencies

- Privatization of Supply/Maintain Functions
- AMC Workloading Efficiencies
- Res Comp On-Post/Off-Post Support

Beyond POM 98-03

Contracting:

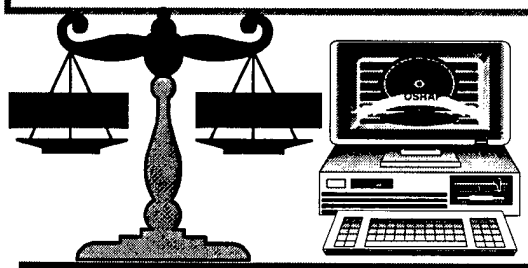
- Organizational Alternatives

Test and Evaluation:

- Organizational Consolidation

Supply/Maintain:

- Depot Privatization
- Consolidation of Design Centers
- Consolidation of Maintenance Infrastructure
- National Provider

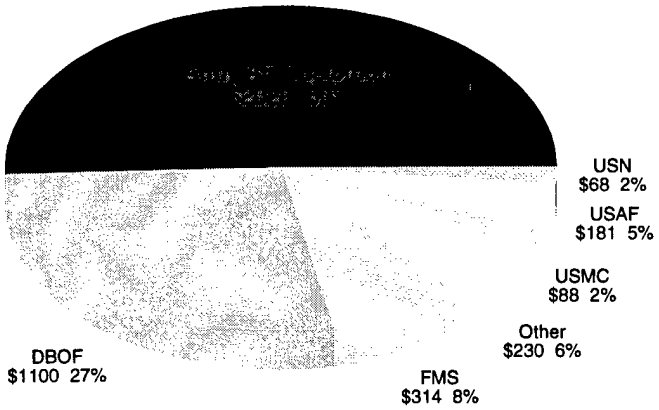


POM 98-03 Potential Savings

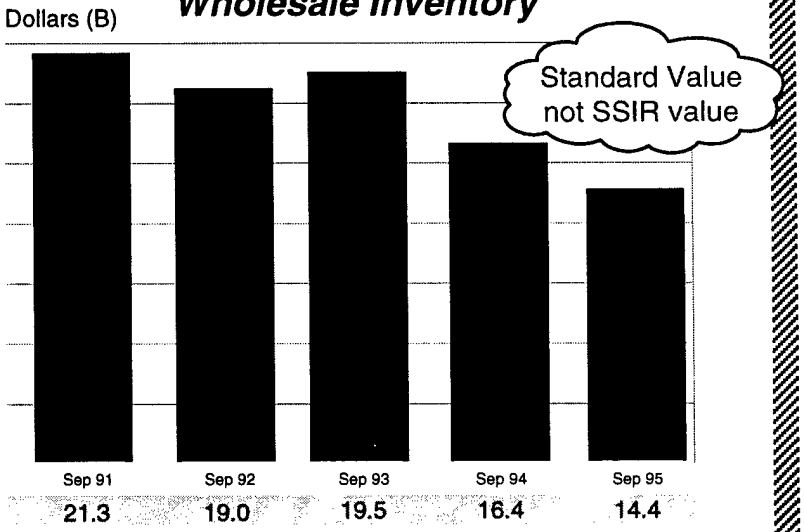
231 TDA Reduction ($11.6M Per Year)
$729M Non-TDA

Army Secondary item Business

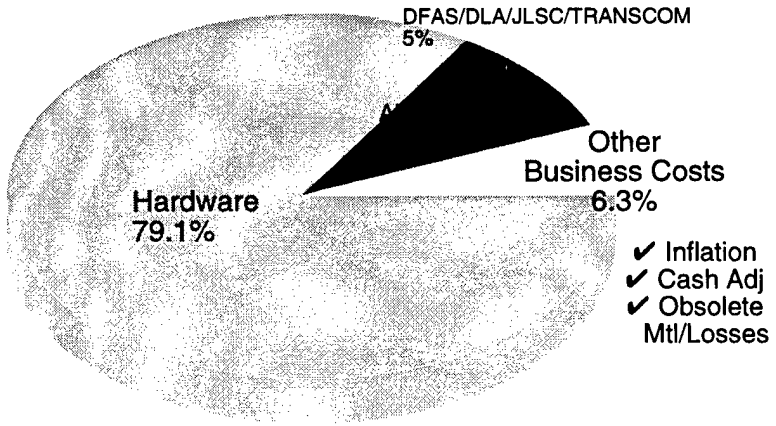
FY 96 Sales ($4B)



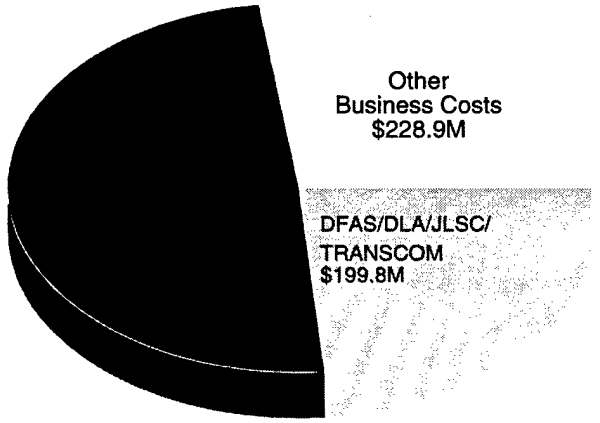
Wholesale Inventory



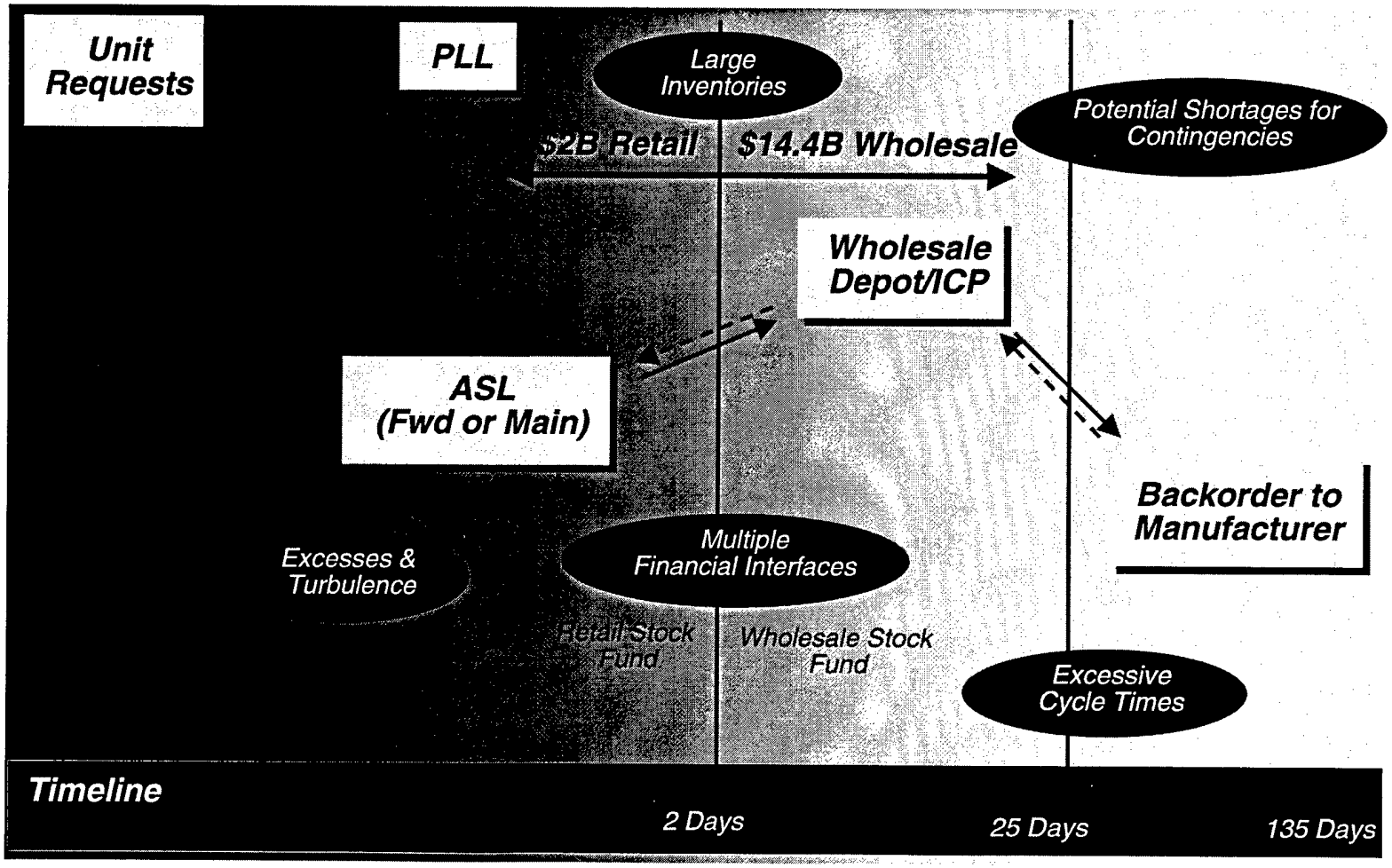
What a Sales Dollar Buys



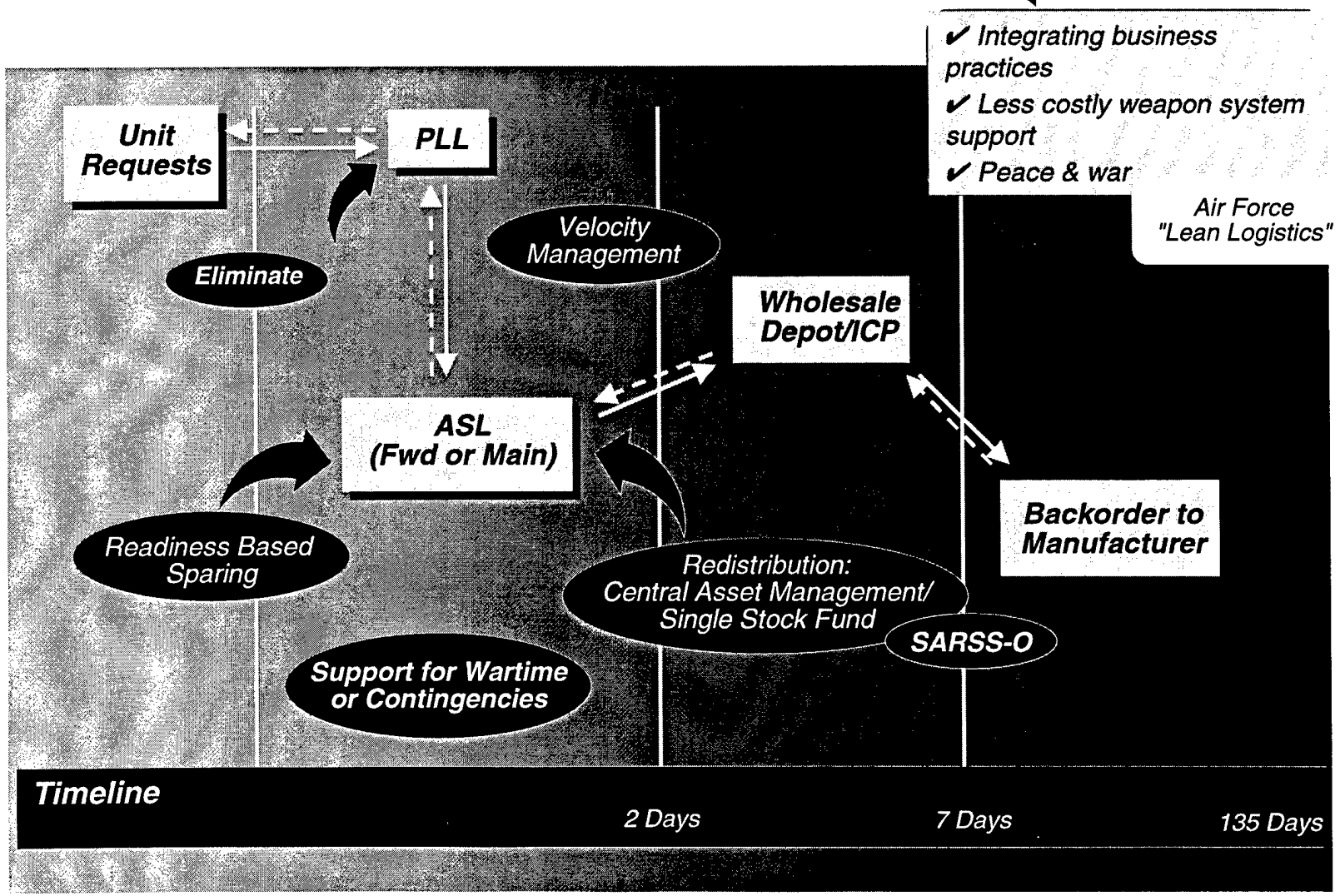
What the Surcharge Buys



Current Class IX Supply Process



Reengineered Supply System



Foundation for Reengineering Supply Processes

Velocity Management

Substitute velocity for inventory

➤ Process reengineering for OST and repair cycle times

Current OST: 20-28 days (CONUS)

Requisition Submission	ICP Processing	Depot Processing	Intransit	Receipt
5-6 Days	1-2 days	3-7 days	4-5 days	7-8 days

Goal (HI Pri CONUS): 7 days (FY96)
3 days (FY97>)

➤ Improve batching & sequencing of computer cycles
➤ Reduce reviews of requisitions
➤ Improve linkage with automated systems (Standard Army Retail Supply System - Objective SARSS-O)

Total Asset Visibility (TAV)

In-Storage
In-Transit
In-Process
In-Theater

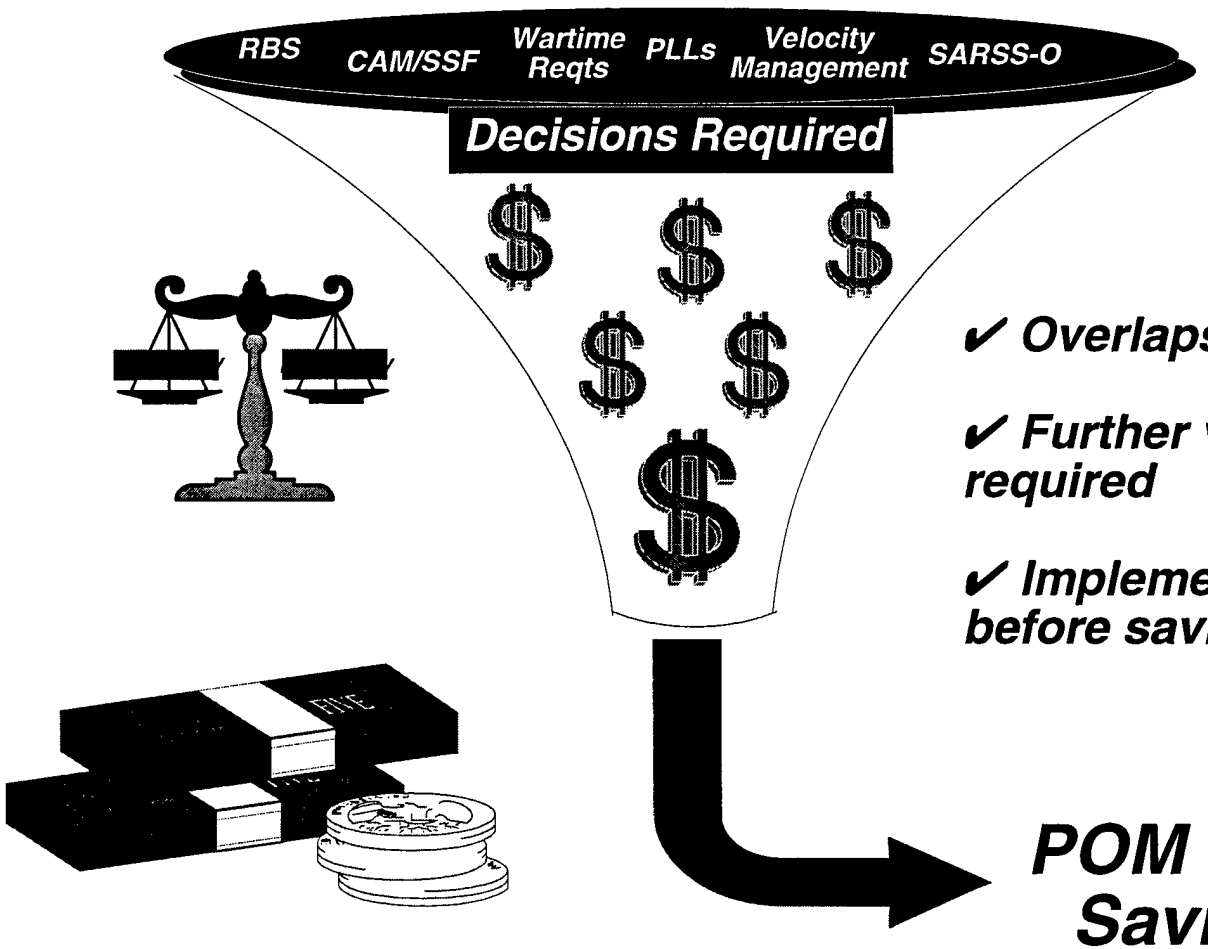
Joint Defense TAV

Enabling Technology → AIT: Bar codes, Laser tags, RF tags

Additional investment required for:
➤ **automation**
➤ **communications**
➤ **distribution (TBD)**

Basis for Reengineering of Stock Levels and Distribution Processes

Cost Savings from Reengineering Initiatives



- ✔ *Overlaps addressed*
- ✔ *Further validation may be required*
- ✔ *Implementation required before savings are taken*

POM 98-03 Savings

Prescribed Load List (PLL) Elimination

FORSCOM IG REPORT

Why Eliminate?

- PLLs contributed little to unit readiness - 85% were not demand supported
- PLLs were major source of excess - lack of visibility created demands for parts already in retrograde pipeline
- Elimination could save each division $2-3M/yr

Analysis (Armored Division 12 months

- PLL investment was $3.9M
- 4,578 of 12,122 PLL lines were demanded
- PLLs increased the fill rate for essential requisitions by 1%
- Impact on unit readiness resulting from a 1 day wait for parts from ASL would be minimal

Preliminary Test - 3 Month

- XVIII Abn Corps Company level test
- All readiness objectives maintained

Indications are that ASLs Support Readiness - not PLLs

Follow-on Tests

- Negotiating Bde and Bn level tests at 24ID, 4ID, and FA Bn (XVIII Abn Corps)

Jan 1996 to Nov 1996

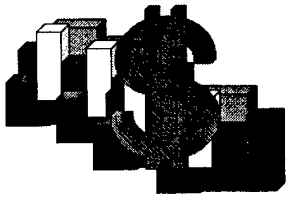
Conduct Follow-on Test and Validation as Planned

Reengineering ASL Inventory Levels

Current AR 710-2

Stockage Criteria

- ✔ 9 to add
- ✔ 3 to retain



Greater depth high $ parts

✔ Too expensive
✔ Not needed

Smaller range

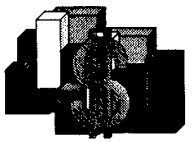
Does not support readiness needs

Policy not followed

Readiness Based Sparing (RBS)

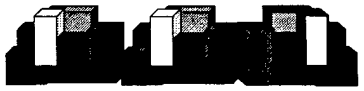
Stockage Criteria

- ✔ Weapon System Readiness
- ✔ Cost



Smaller depth high $ parts

✔ Less costly
✔ Meets readiness
✔ Decrease weight & cube



Greater range

Needed for readiness

$$\text{Readiness} = \frac{\text{\# of systems available}}{\text{Total \# of systems}}$$

RBS Supports Readiness at Lower Cost

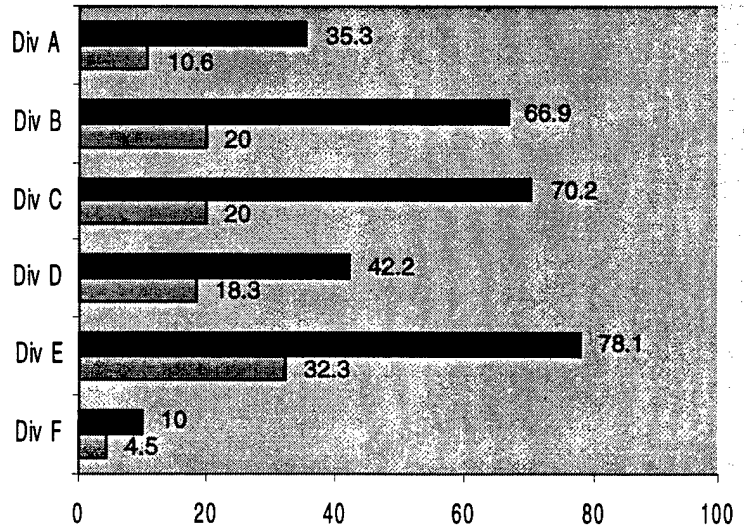
Readiness Based Sparing

"Just in Time" — High Risk

"Just in Case" — Unaffordable

"Just Right"

Implementation Examples



Units draw down inventory

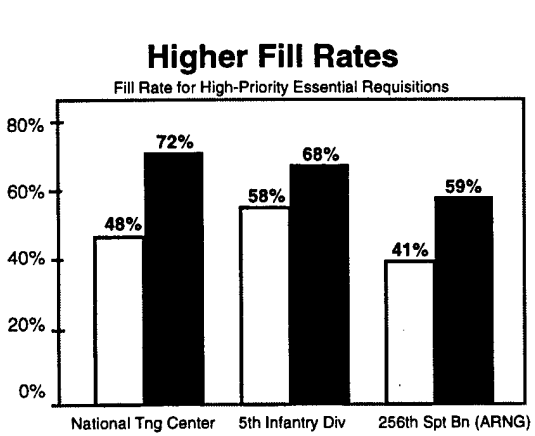
Augment inventory to have right parts available

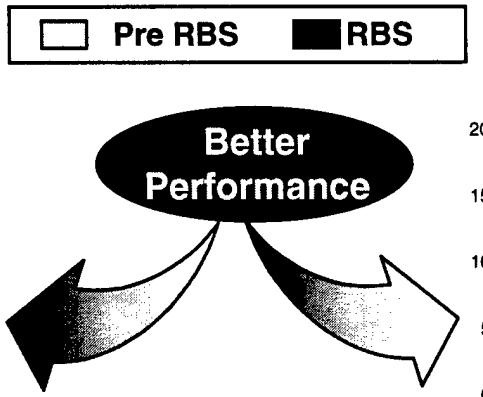
Maintain Readiness Reduced Investment

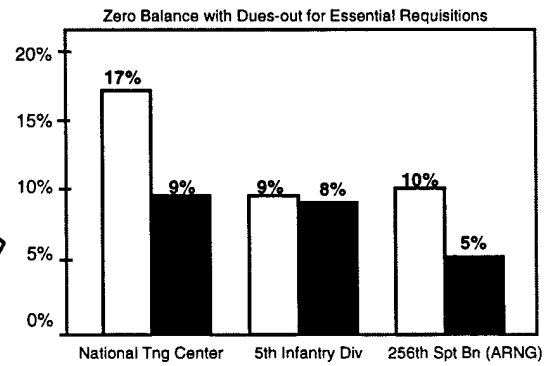
■ Current Inventory $
■ RBS Inventory $

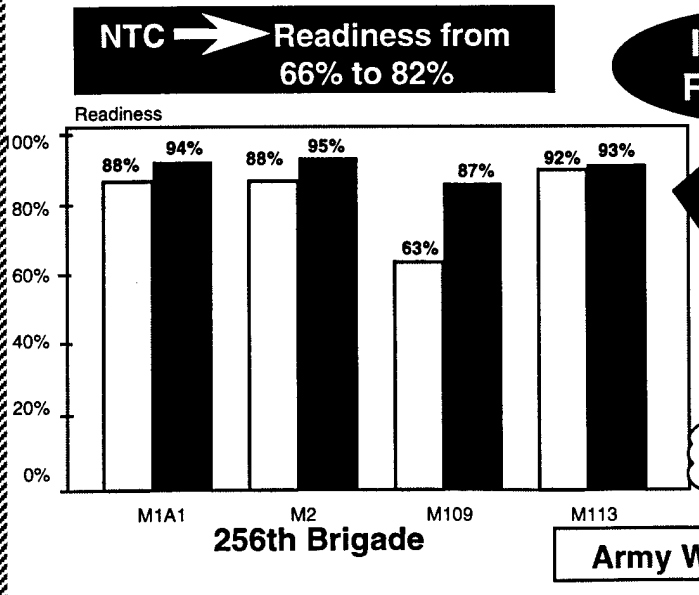
RBS Performance Validated →

RBS Performance Validated









Additional validation requested by FORSCOM

Lower Investment

Demo Site	Investment	
	Pre RBS	RBS
NTC (Apr 92 - Mar 93)	$127M	$55M
SID (May 92 - Dec 92)	$ 59M	$33M
256TH (Oct 94 - Aug 95)	$ 7M	$ 3M

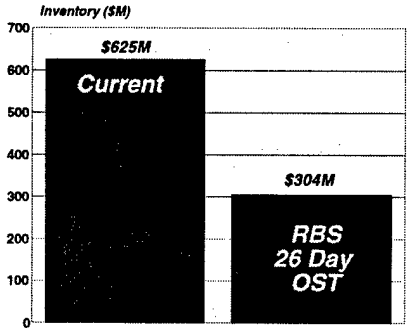
Army Wide Cost Savings →

RBS Efficiencies

Reduced Investment in Inventory

One Time OMA Savings

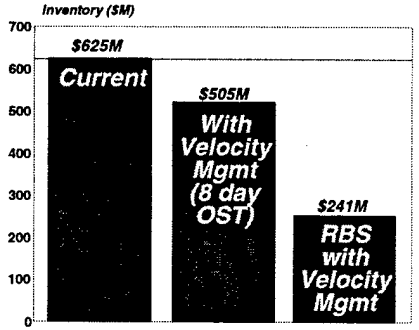
RBS ONLY



FORSCOM, Europe, and Korea Division and Non-Div Units

Savings need to be validated at implementation

RBS with Velocity Mgmt



$472M : Draw down thru usage
$151M : Investment (Inventory only)

$321M Net Savings RBS Only

$504M : Draw down thru usage
$120M : Investment (Inventory only)

$384M Net Savings VM and RBS

Enabler investment not included
Off set to savings

Greatest benefit when RBS and VM implemented at same tim

RBS Implementation Options

Short Term (interim)

POM 98-03

Eliminate 710-2 policy. AMC/DA/CASCOM supports MACOMs, Corps, & Divisions in computing and stabilizing new stock levels. Changes negotiated on an exception basis.

- Reduces turbulence
- Disciplines the supply process

FORSCOM validate/verify through test

Long Term Objective

Beyond POM 98-03

Eliminate 710-2 policy. Incorporate RBS computations in SARSS-O.

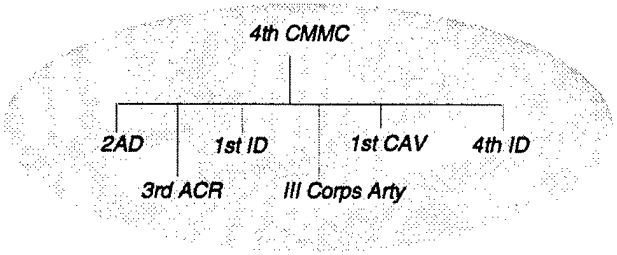
- Longer term; requires SARSS-O software changes
- Requires additional investment (TBD)

Can Begin Implementation/Verification Now

Redistribution

Within MACOMs

SARSS-O

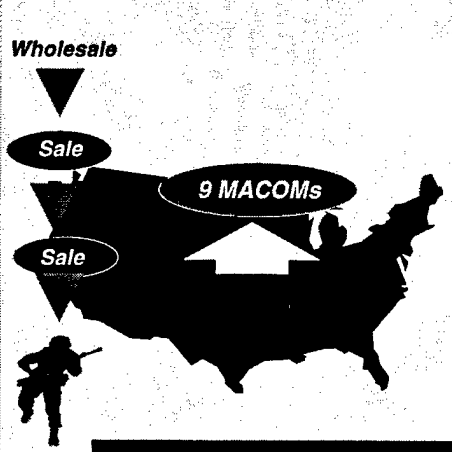


- CMMC has visibility of all stocks
- CMMC directs and controls disposition of supplies

Longer Term...

Across MACOMs

Central Asset Management (CAM)



After CAM

- Wholesale Owns Installation Stocks
- Single Stock Fund

- Enhance Army-wide Distribution/Redistribution
- Value-Added
- Reduce Layering of Financial Systems

Issue: Ownership of Stocks

DA DCSLOG Task Force Considering Alternatives - 29 Feb Report Out

Significant Potential for Savings

Cost Savings through Redistribution of Excess

One-Time Inventory Cost Savings

SARSS-O

Central Asset Management

Redistribution of Excess Inventory: O&M-Owned

Divisional	$150M
Non-divisional	$279M
National Guard	$ 41M
Total	$470M

Excess Distribution

MACOM	Div	Non-div
FORSCOM	70%	23%
Europe	21%	16%
Korea	9%	20%

One-Time Inventory Savings:

$383M

Decremented for Unuseable Inventory

TDA Savings (Based on Central Asset Management Economic Analysis)

Eliminate duplicative materiel management and financial management functions

AMC: 78
FORSCOM: 74
TRADOC: 54
Others: 25

231 TDA Reduction ($11.6M/yr)

Validation Required

Transition to Wartime

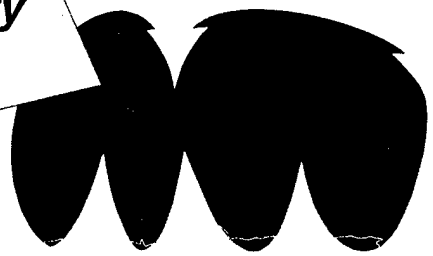
Emphasis on peacetime efficiencies

- ✔ Peacetime optempo
- ✔ SFDLR
- ✔ SRAs-More repair; fewer high dollar replacements

Potential Shortfalls in Retail and Wholesale Stocks for Wartime or Contingencies

Had large inventories in ODS
- 13M requisitions, Aug-Nov 90
- distribution a problem

Distribution Capacity ?



Need Planning for Augmentation of Peacetime Stocks

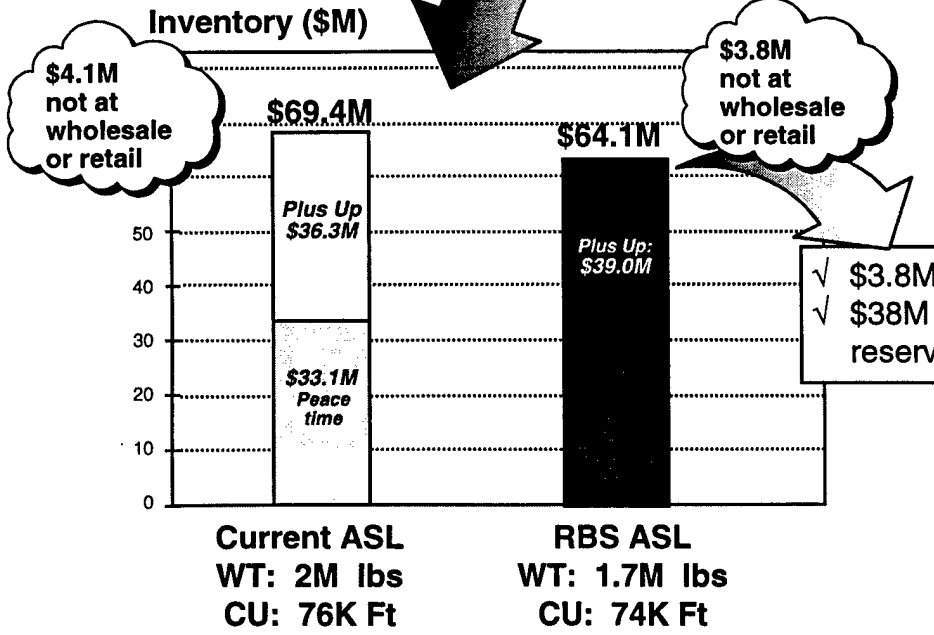
Transition to Wartime Requirements

Call to Fight → Force Requirements → OSRAP → Class IX Requirements

Optimum Stockage Requirements Analysis Program (OSRAP)

Field exercise demand data:
- ➤ *NTC*
- ➤ *Europe*
- ➤ *Korea*

- PC-based
- Considers
  - Equipment density
  - Optempo
  - Duration of scenario



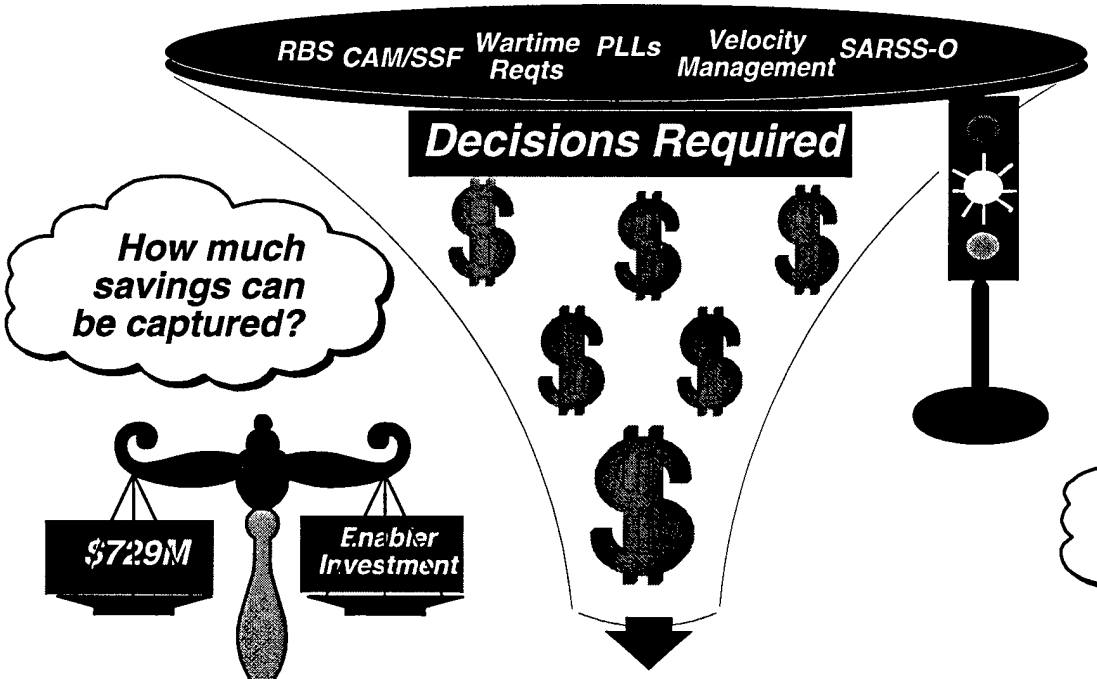
Improvements to wholesale/war reserve process
- √ Reflect wartime maintenance concept
- √ Improved estimates of replacement rates

- √ $3.8M additional plus-up w/RBS
- √ $38M additional investment in war reserves for 10 Division force

Operational Issues
- ➤ Configuration
- ➤ Delivery
- ➤ Movement

Test and Validate Concept

Cost Savings from Reengineering Initiatives



- ✔ Overlaps addressed
- ✔ Further validation may be required
- ✔ Implementation required before savings are taken
- ✔ Enabler costs TBD

231 TDA Reduction ($11.6M/yr)

RBS w/Velocity Management	$384M	One Time Inventory Savings
+		
CAM/SARSS-O	$383M	= $729M
—		
Wartime Reqts	$38M	

Supply POM 98-03 Summary

Conclusions

- Significant potential for cost savings and improved responsiveness with reengineered inventory levels and redistribution
- Potential shortfalls in retail inventory for wartime or contingencies - transition stocks required

Issues

- User confidence in Readiness Based Sparing
- Ownership of stocks and credit policy under CAM/SSF
- Level of investment for RBS/VM enablers

Decisions Required

- Test/Validate/Implement
  - Readiness Based Sparing/ Velocity Management
  - SARSS-O/Central Asset Management
- Test/Validate
  - PLL Elimination
  - Deployment stock concepts
- Invest in additional stocks for wartime/contingencies

231 TDA Reduction
($11.6M/yr)
$729M non-TDA Savings
(one time)

E/S/M FAA Discussion Topics

POM 98-03

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- Credit Card Efficiencies
- Workload Based Manpower Determination

Science and Technology:

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Beyond POM 98-03

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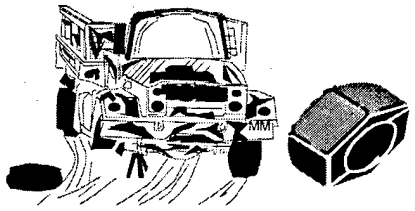


POM 98-03 Potential Savings

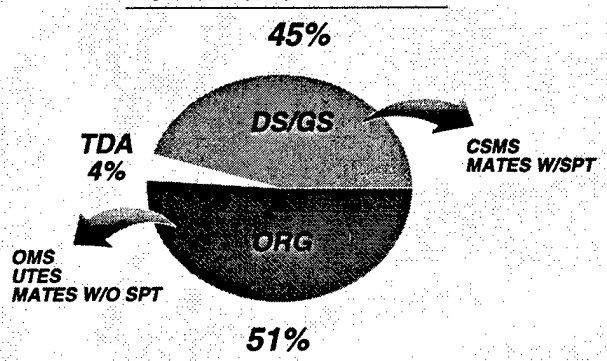
$162M Non-TDA

Current Maintenance Processes

	Depots		Contractors
NG	GSU	DOLs	Contractors
NG & AR	DSU	DOLs	Contractors
NG & AR	ORG		

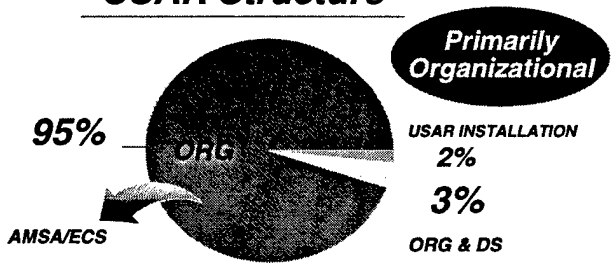
Facilities:
- FORSCOM (12)
- TRADOC (16)
- ARNG AVCRAD (4)
- USAR AVIMs (5)
- ARNG CSMS (66)
- ARNG OMS (635)
- ARNG MATES (24)
- ARNG UTES (39)
- ARNG AASF (27)
- USAR ECS (32)
- USAR AMSA (131)

ARNG Structure



96% dual status and deploy with unit

USAR Structure



98% dual status and deploy with unit

- Significant infrastructure
- Duplication of capability
- Inadequate integration of reserve component
- Rate structure for DOLs and Depots does not promote cost-effective maintenance decisions

Maintenance Regionalization

Integrated Sustainment Maintenance (ISM)

Elements of ISM

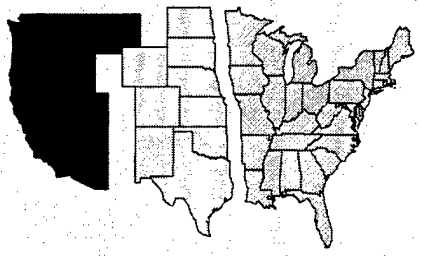
- ✔ Integrated sustainment maintenance across MACOMs, ARNG, USAR, and contractors
- ✔ Centralized management and decentralized execution
- ✔ Regional repair

Why ISM?

- ✔ Difficulties in integrating sustainment maintenance (GS & above) in ODS
- ✔ Duplication of repair programs

Benefits of ISM

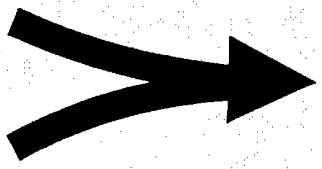
- ✔ Reduce duplication of repair programs
- ✔ Reduce wholesale procurements
- ✔ Reduce repair costs



Original Concept

Wholesale

Retail



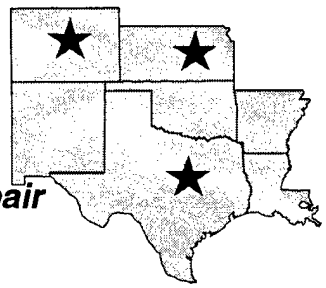
Single Sustainment Manager (AMC)

Modified Concepts Successfully Demonstrated

ISM Initiatives

Proof of Principle (POP) at III Corps

- ✔ Validated feasibility of regional repair
- ✔ Centers of Excellence for 65 NSNs

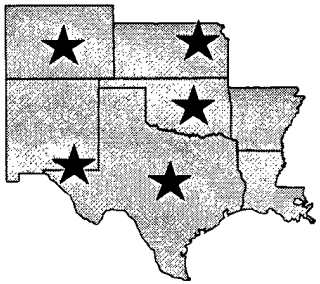


- ✔ Lowered repair cost
- ✔ Reduced wholesale demands
- ✔ Initial Cost Savings Estimate: $142 non-TDA savings

Savings could be greater at full implementation

ISM - Expanded Demonstration

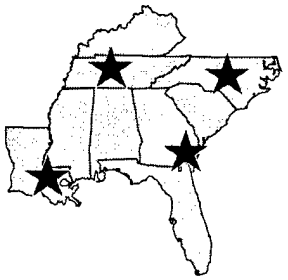
III Corps plus
Bliss, Sill, TXNG & KSNG



- ✔ 214 lines
- ✔ No major problems in crossing MACOM lines

Expansion to XVIII Corps

- ✔ Initiated in Oct 95



- ✔ 149 lines

12 Star Decision on Future Courses of Action

Functional Realignments under ISM

OPTION	CHARACTERISTICS	ADVANTAGES	DISADVANTAGES
Baseline	NSMM - AMC RSMM - AMC LSMM - AMC	• All sustainment maintenance under a single structure • Optimizes cost avoidance • Aligns with ASLP	• Alters force structure and alignments • Commanders perception of loss of control • Challenges effective C2 of dollars
Option 1	NSMM - AMC RSMM - AMC LSMM - MACOMs	• Full up NSMM structure • Commanders control local assets • Less impact on force structure • National perspective	• Fails to fully integrate C2 of ISM • Sub optimizes cost avoidance • No single proponency for maintenance
Option 2	NSMM - AMC RSMM - CORPS LSMM - MACOMs	• Full up NSMM structure • Commanders control local assets • Less impact on force structure • Regional perspective	• Fails to fully integrate C2 of ISM • Sub optimizes cost avoidance • No single proponency for maintenance

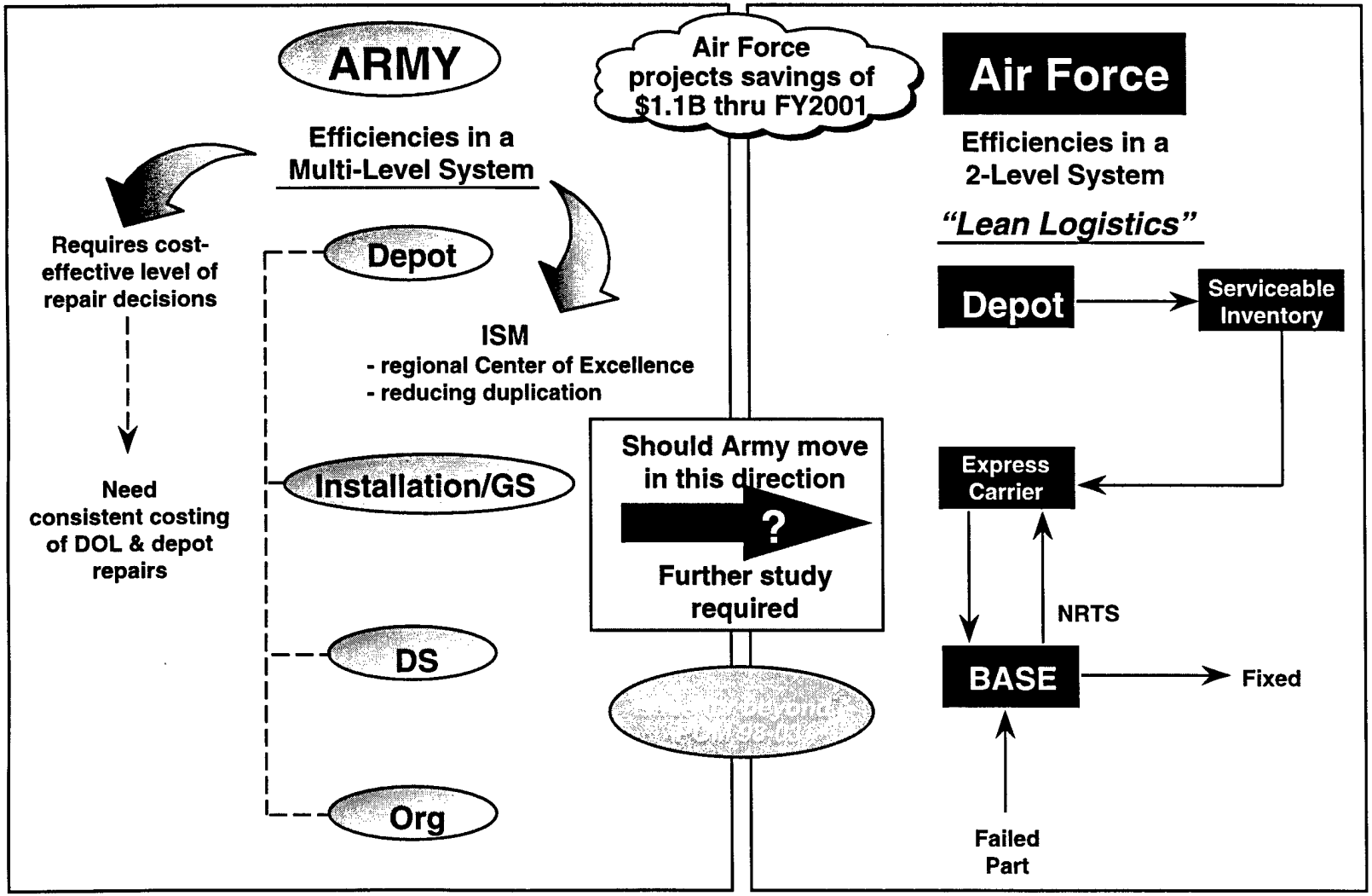
Baseline Option Not Ready for Implementation
- Automation, Funding, Ownership Issues

Options 1 or 2 Can Be Implemented in FY 97

4 Star Review in FEB 96

CSA Decision not later than MAR 96

Maintenance Efficiencies



Best Value Repair Decisions in a Multi-Level System

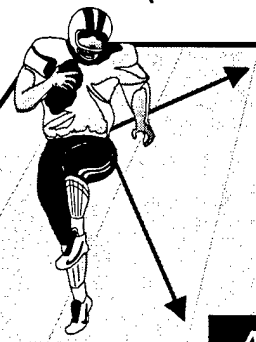
Issues:

- *DOL rates not fully burdened - only include labor + flat rate for indirect expenses*
- *Workload migrates to installations*
  - *2400 SRA (some limited repairs)*
  - *Duplicated capacity*

Avg depot rate FY 95	*Installation DOL*
$107	***< $50***
($85 FY 96)	

Comparison of Rates on a Level Playing Field

(Direct & Indirect Costs, GAE & BASOPS)



AAA Findings

LEAD (FY 95) $98
Installation* $95

**Based on one TRADOC Installation*

Additional AMSAA Analysis

ANAD (FY 94) $86 ($84 for FY 96)
Installation (FY 94) $79-88
- ***Hood, Carson, Riley, Sill, & Bliss***

Issue for beyond POM 98-03

More Study Required for Best Value Decisions

Efficiencies in Base Shop Test Facility (BSTF) Allocation

- 117 BSTFs in AAO
- 79 Currently Procured
- 16 in POM

Analysis of Wartime Workload Indicates Only 63 Required

Wartime Requirements

	Current Plan	Recommended Modification
13 Locations (plus up) (Mostly Active Army MSBs)	15	32
19 Locations (Status Quo/Reduction)	35	31
54 Locations 26 for ARNG TOW/Dragon 31 for Kiowa/Apache	67	0
Total	117	63

Insufficient support for Active Army MSBs; with current allocation, req't grows to 134

ARNG & Kiowa workload does not justify allocation

Meet AVIM req'ts with supply & 2-level maint

Remaining 16 of 79 available for regional support

Potential Savings: $20.3M

Decisions Required on Doctrine and Distribution of BSTF

Decisions Required - BSTF Allocation

Doctrine

✔ Proceed with Current Doctrine and Distribution?

- All locations have min of one BSTF regardless of workload

National Guard

Yes → Wartime Requirement grows to 134 BSTF

Cost: $57M

No

✔ Reallocate based on workload

- Support Kiowa and ARNG TOW/Dragon with spares and 2-level maintenance
- Use additional 16 BSTF for regional support

Potential Savings: $20.3M

Ordnance School and ARNG non concur

Maintain POM 98-03 Summary

Conclusions

- ISM has demonstrated potential for cost savings and enhanced integration of sustainment maintenance
- Current IFTE BSTF allocation can be modified to improve wartime support and reduce costs

Issues

- Doctrine and allocation of BSTF
- Management of regional repair under ISM
- Consistent costing for DOLs and Depots

Decisions Required

- Implement ISM based on 4 Star Review - $142M non-TDA Savings
- Continue to evaluate ISM options for full integration under national management
- Do not procure additional BSTF; Modify allocation to improve wartime support - $20.3M Savings

$162M non-TDA Savings

E/S/M FAA Discussion Topics

POM 98-03

Contracting:

- Consolidation of Local Contracting Offices
- Credit Card Efficiencies
- Workload Based Manpower Determination

Science and Technology:

- On-going Re-Engineering Initiatives

Test and Evaluation:

- Functional Realignment

Supply:

- Prescribed Load List (PLL) Elimination
- Readiness Based Sparing
- Centralized Asset Mgmt/Single Stock Fund
- Wartime Support Requirements

Maintain:

- Integrated Sustainment Maintenance
- IFTE BSTF Allocation

Supply/Maintain Organizational Efficiencies

- Privatization of Supply/Maintain Functions
- AMC Workloading Efficiencies
- Res Comp On-Post/Off-Post Support

Beyond POM 98-03

Contracting:

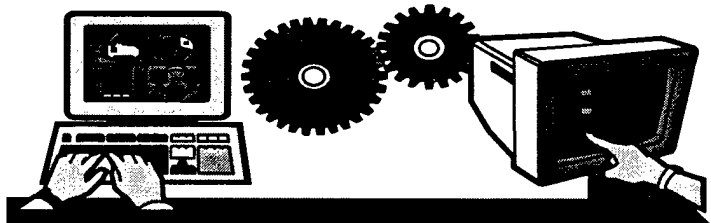
- Organizational Alternatives

Test and Evaluation:

- Organizational Consolidation

Supply/Maintain:

- Depot Privatization
- Consolidation of Design Centers
- Consolidation of Maintenance Infrastructure
- National Provider



POM 98-03 Potential Savings

3,214 TDA Reduction ($161M/YR)
11,416 TDA Conversion ($57M/YR)

Depot Privatization

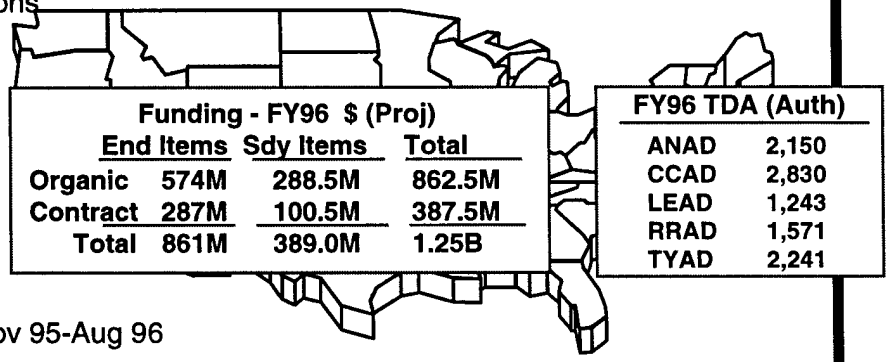
CORM: "....Privatize Essentially All Existing Depot-level Maintenance:

SECDEF Develops Plan in Response:

- Rely Substantially on the Private Sector
- Limited Core Capabilities Remain Organic to Meet Wartime Surges, Promote Competition, Sustain Institutional Expertise

Issues:

- Warfighting & Contingency Requirements - How much Core?
- Ensuring Availability of Adequate Support at Affordable Cost
- Different Approaches/Transition Options
- Validating Costs & Benefits
- Statutory Limitations
  - √ 60/40
  - √ $3M Rule
  - √ OMB Circular A-76
  - √ Core Logistics



Funding - FY96 $ (Proj)

	End Items	Sdy Items	Total
Organic	574M	288.5M	862.5M
Contract	287M	100.5M	387.5M
Total	861M	389.0M	1.25B

FY96 TDA (Auth)

ANAD	2,150
CCAD	2,830
LEAD	1,243
RRAD	1,571
TYAD	2,241

Timeline:

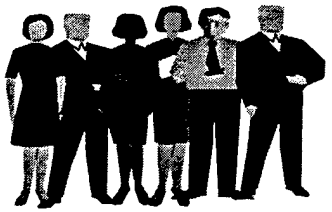
- DoD Components Develop Plans (Nov 95-Aug 96
- DoD Submits Proposed Legislature (Jan 96)
- Identify Impediments to Competition (Mar 96)
- Report on Demonstration Projects (Oct 96)

Enablers Needed for Reengineered Depot Maintenance System

DOL Privatization

Current TDA

TRADOC	2,748
FORSCOM	4,070
AMC	1,854
MDW	458
USAREUR	1,169
USARPAC	585
EUSA	277
MEDCOM	1,026
USAR	88
COE	592
Total	**12,867**



Referred to BASOPS FAA

Includes all POL functions

Currently Contracted Out

- FORSCOM { Irwin, Riley
- TRADOC { McClellan, Sill (Chaffee), Huachuca, Eustis (Story), Gordon

Issues:

- Cost Effectiveness
  - √ 1986-1994: Ft Leonard Wood under contract
  - √ 1994: Rebid
    - In-house: $46M
    - Contractor: $48M
  - √ Awarded to government

Potential Cost Savings
Assume 10% Savings (A-76):
$34M/yr

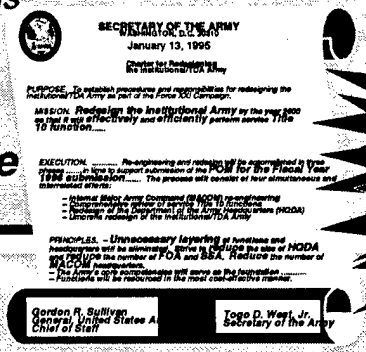
If DOLs are privatized:
...approximately 13% of TDA will remain for oversight
...TDA could be reduced by approximately 11,194 at DOLs

Materiel Management Privatization

Actions to date:

- Identified inherently governmental functions
- Performed initial risk analysis
- Currently:

$600M contracted/$520M in-house


SECRETARY OF THE ARMY
WASHINGTON, D.C. 20310
January 13, 1995
Charter for Redesigning the Institutional/TDA Army

PURPOSE. To establish procedures and responsibilities for redesigning the Institutional/TDA Army as part of the Force XXI Campaign.

MISSION. Redesign the Institutional Army by the year 2000 so that it will effectively and efficiently perform service Title 10 function.....

EXECUTION. ..... Re-engineering and redesign will be accomplished in three phases ..... in time to support submission of the POM for the Fiscal Year 1996 submission..... The process will consist of four simultaneous and interrelated efforts:

- Internal Major Army Command (MACOM) re-engineering
- Comprehensive review of service Title 10 functions
- Redesign of the Department of the Army Headquarters (HQDA)
- Umbrella redesign of the Institutional/TDA Army

PRINCIPLES. - Unnecessary layering of functions and headquarters will be eliminated. Strive to reduce the size of HQDA and reduce the number of FOA and SSA. Reduce the number of MACOM headquarters.
- The Army's core competencies will serve as the foundation .....
- Functions will be resourced in the most cost-effective manner.

Gordon R. Sullivan
General, United States A
Chief of Staff

Togo D. West, Jr.
Secretary of the Army

CORM: "Privatize selected weapon systems materiel management functions"

OSD Recommendations:

- Perform opportunity studies & risk analysis of ICP functions (Mar 96)
- Develop business case analysis of high opportunity functions (Sep 96)
- Initiate transition plans & implement privatization of selected functions (Mar 97)

Focus Areas for Privatization Opportunities

- New weapon systems
- Older weapon systems
- Low/Medium risk functions

Privatization of Materiel Management Functions

Risk Assessment Factors
- Impact of non-performance
- Availability of contracting sources
- Requirement for surge capability
- Synergistic effects with other functions

Risk Category	Example	Full-time Equivalents in AMC MSCs
High	Requirements computation Industrial base management budgeting	2,112
Medium-High	Asset control Requisition processing	591
Medium	Receipt processing Returns management Maintaining log data	248
Low	Cataloging Deficiency/discrepancy management Log transfers	459

Potential Cost Impact: Assume at least 10% savings (A-76); $2.3M Savings/yr in Labor Costs

Continue to Move Toward CORM Recommendation

AMC Workloading Efficiencies

Methodology

- ➤ *Identify Workload Drivers*
- ➤ *Compare MSC Efficiencies: Workload/Personnel*
- ➤ *Size MSCs to Average Efficiency*

Issues:

- ➤ *Lack of consistency across MSCs in counting personnel in different functions*
- ➤ *Differences in complexity across MSCs*
- ➤ *Identifying appropriate workload drivers*

Potential TDA Reduction for all Functions across all MSCs

Commodity Management	*467*
Maintenance	*347*
Post Deployment Software Support	*51*
Production Engineering	*448*
System Life Cycle	*862*
Logistics Management	*524*
Project Management	*291*
Systems Fielding	*224*
Total	*3214*

Total Population: 31,045

3214 TDA Reduction ($160.7M/yr)

- ✔ *Refinement & validation w/ MEA manpower data needed*
- ✔ *Incorporate methodology in AMC NICP benchmarking*

Will apply against AMC PBG guidance

Savings already taken - don't take again

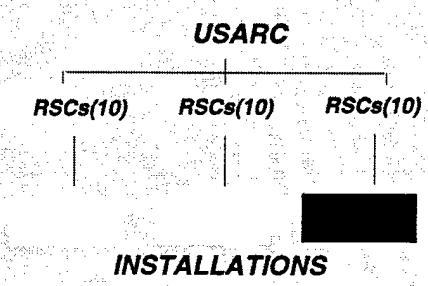
Work in Progress - Critical to Get to AMC End State

Reserve Component On-Post/Off-Post Support

USAR

➤ USAR assumes Base Operations Support both on and off post with USAR MTOE and TDA structure

Proposed IM Structure



Eliminate Management Layering

Two Options

Former Army Secretary John Marsh, Jr. Quality of Life panel report to Defense Secretary Perry -

"Make greater and more efficient use of the National Guard, Army Reserve and private contractors even for such tasks as managing major military bases."

ARNG

➤ ARNG assumes Base Operations Support both on and off post using fee for service

Leverage Mature Infrastructure in each State

Objectives

✔ Achieve overall net decrease in Total Army's TDA structure
✔ Maximize use of all Reserve Component capabilities
✔ Single focus of combatant commanders on training, power projection and reconstitution
✔ Purifies mission funds

TDA Impact TBD

Issue Provided to BASOPS FAA

Supply/Maintain Organizational Efficiencies POM 98-03 Summary

Conclusions

- Privatization of DOLs & Materiel Management offers significant TDA reduction opportunity - 10,957 DOL spaces; $55M Savings/yr
- Low risk Materiel Management functions - 459 spaces($2.3M/yr)
- AMC workloading efficiencies - 3,214 spaces ($160.7M/yr)
- Depot privatization restricted by statute; legislative enablers needed

Issues

- Cost-effectiveness of privatization

Decisions Required

- Begin A-76 study process for DOL privatization
- Make DOL privatization a priority item for BASOPS FAA
- Refer Army Reserve and Army National Guard concept for total support to BASOPS FAA

3214 TDA Reduction ($160.7M/yr)
11,416 TDA Conversion ($57M/yr)

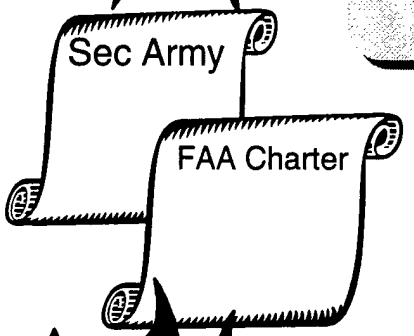
ESM POM 98-03 Wrap-Up

"Reduce Layering of Functions"

- √ Consolidation of Test Functions
- √ Implement Single Stock Fund

"Efficiently Perform Title X Functions"

- √ Readiness Based Sparing, Velocity Mgmt, Eliminate PLL
- √ Integrated Sustainment Maintenance
- √ Workload Based Manpower Determination in Contracting



"Divest Non-Essential Functions"

- √ Credit Card Use in Contracting
- √ Fewer T&E Reports Under Functional Realignment
- √ Private DOLs

"Eliminate Unnecessary Duplication"

- √ T&E Functional Realignment
- √ Modified BSTF Allocation

POM 98-03 Savings

- $891 Million One Time Savings
- 5082 TDA Reduction Results in...
- $254.1 Mil/Yr Savings
- 11,416 TDA Conversion ($57 Mil/Yr)

E/S/M FAA Discussion Topics

POM 98-03

Contracting:

- Consolidation of Local Contracting Offices
- Credit Card Efficiencies
- Workload Based Manpower Determination

Science and Technology:

- On-going Re-Engineering Initiatives

Test and Evaluation:

- Functional Realignment

Supply:

- Prescribed Load List (PLL) Elimination
- Readiness Based Sparing
- Centralized Asset Mgmt/Single Stock Fund
- Wartime Support Requirements

Maintain:

- Integrated Sustainment Maintenance
- IFTE BSTF Allocation

Supply/Maintain Organizational Efficiencies

- Privatization of Supply/Maintain Functions
- AMC Workloading Efficiencies
- Res Comp On-Post/Off-Post Support

Beyond POM 98-03

Contracting:

- Organizational Alternatives

Test and Evaluation:

- Organizational Consolidation

Supply/Maintain:

- Depot Privatization
- Consolidation of Design Centers
- Consolidation of Maintenance Infrastructure
- National Provider

SAVINGS

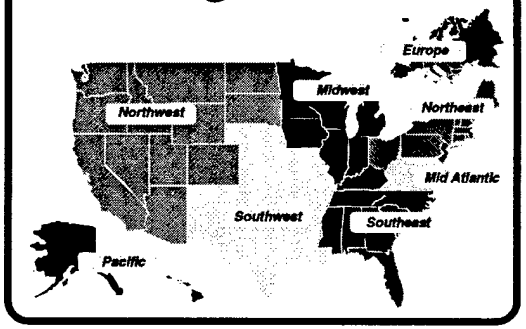
Beyond POM 98-03 Potential Savings

1,800 TDA Reduction ($90M Per Year)

Contracting Alternatives

Alt 1 — Contracting Centers Of Excellence

Alt 2 — Geographic Consolidation/ Regionalization



Alt 3 — Single Army Contracting Agency

COMMAND?
AGENCY?
ACTIVITY?

Alt 4 — FORCE XXI Contracting Organization

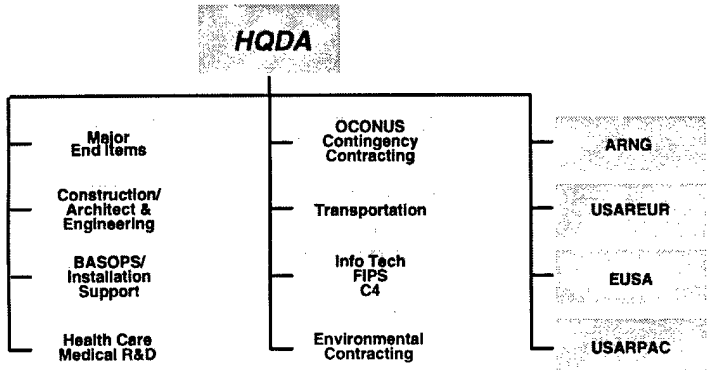
HQDA?
Force Development CMD?
Force Sustainment CMD?
Force Gen & Proj CMD?

DA PAM 100-XX

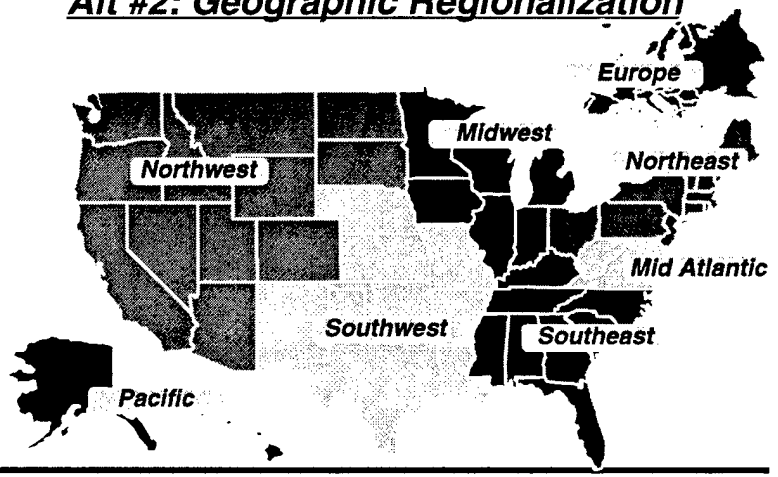
Good Ideas!

Contracting Organizational Alternatives

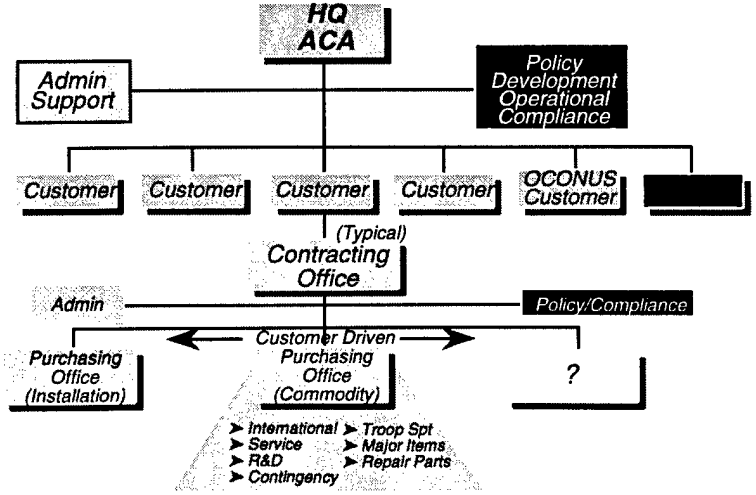
Alt #1: Centers of Excellence



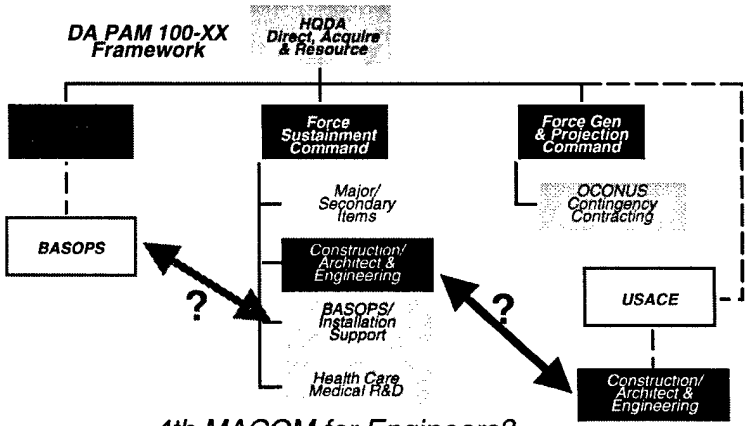
Alt #2: Geographic Regionalization



Alt #3: Single Contracting Agency

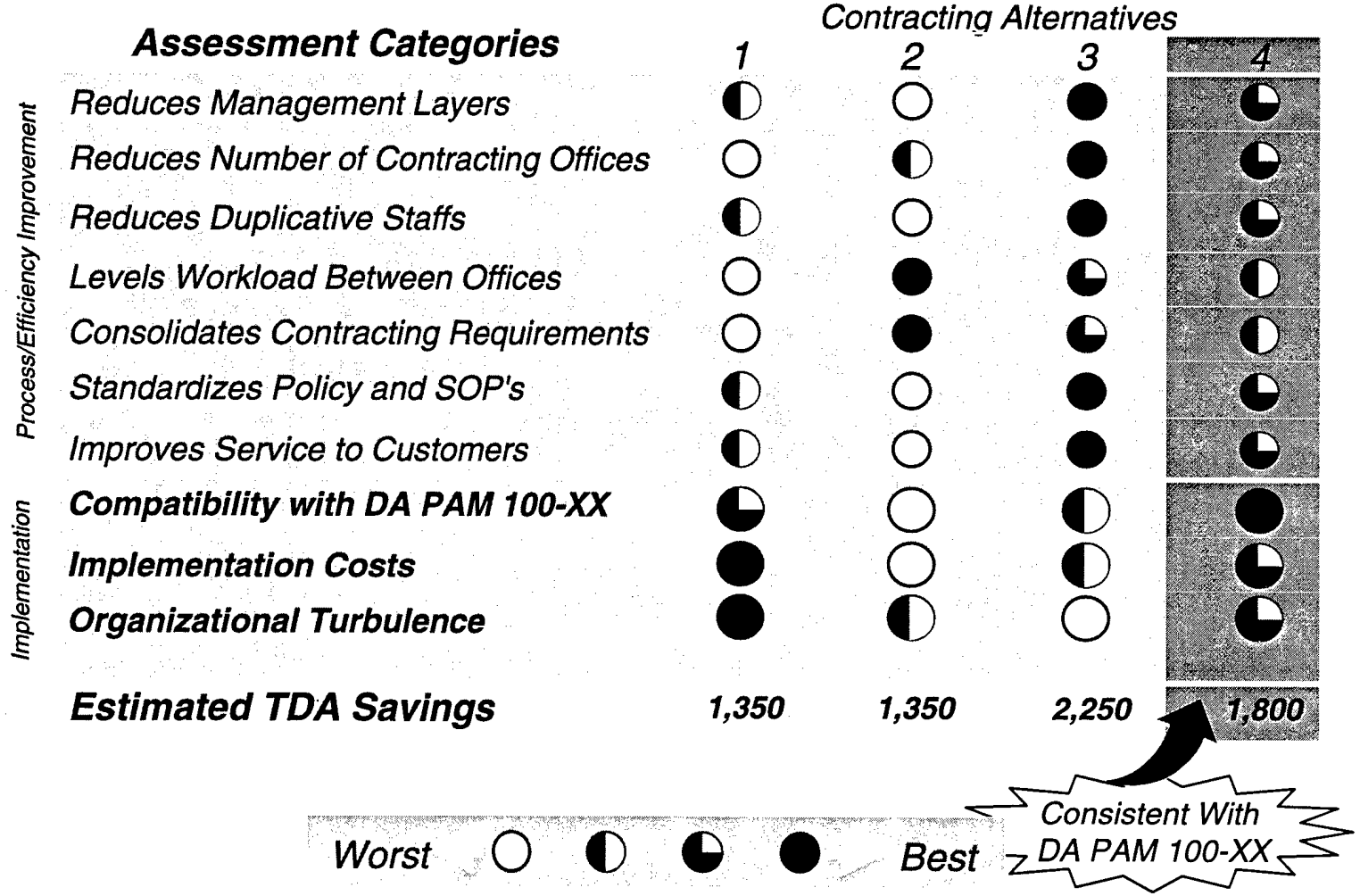


Alt #4: Force XXI Contracting Organization

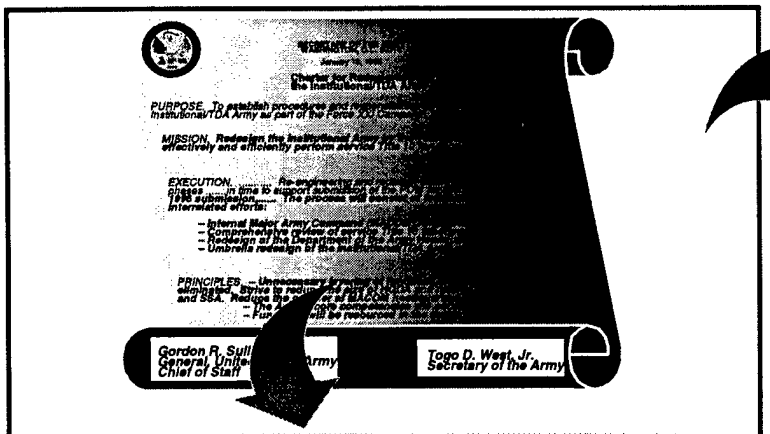


4th MACOM for Engineers?

Comparison of Contracting Alternatives

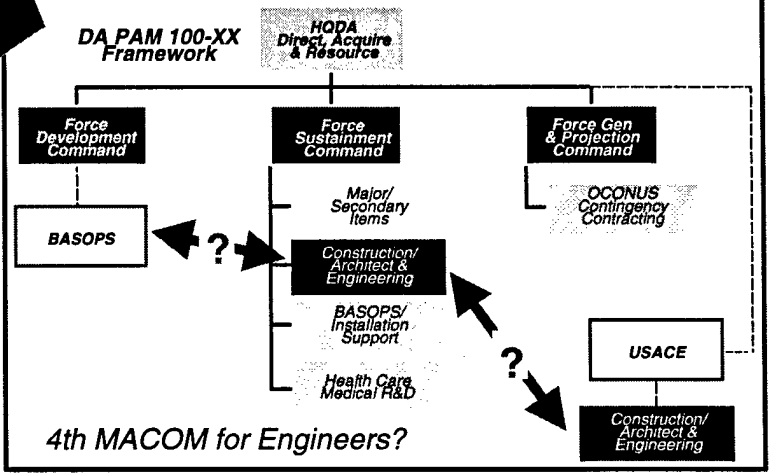


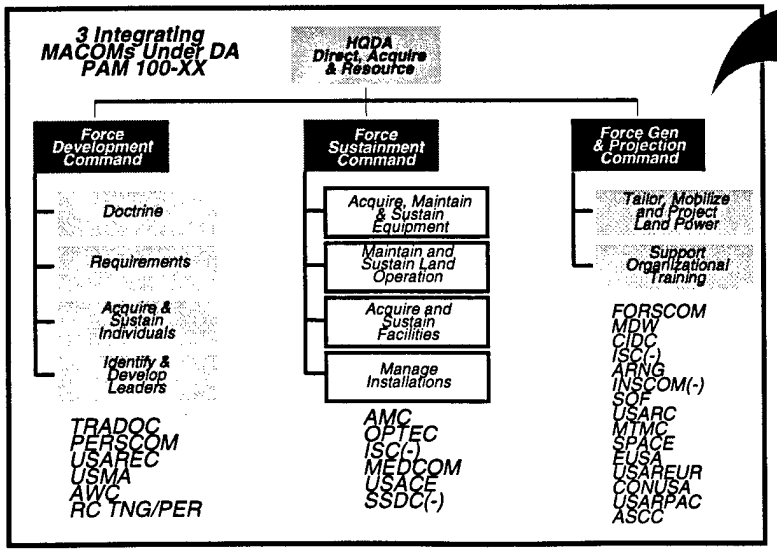
Estimated Workload Distribution by 100-xx



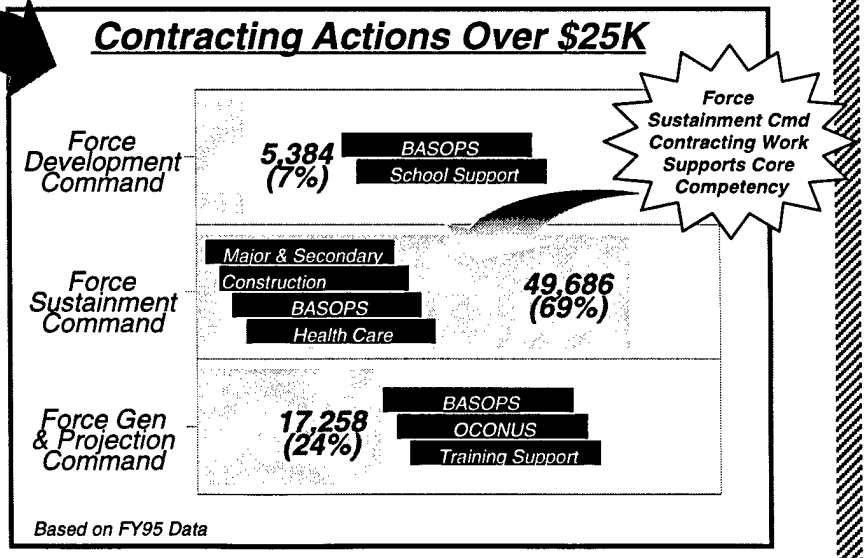
Unnecessary layering.....
.....Reduce the number of MACOMs...

Alt #4: Force XXI Contracting Org





Contracting Actions Over $25K



Based on FY95 Data

Contracting Beyond 98-03 Summary

Conclusions

- *Potential for Add'l Savings Through Force XXI Contracting Org Option*
- *Implementation Costs/Impact Need To Be Further Identified*

Issues & Concerns

- *How Much Contracting Consolidation Implied Under DA PAM 100-XX Framework*
- *Joint Service Contracting Issues and Requirements Under DA PAM 100-XX Framework*

Decisions Required

- *Select Force XXI Contracting Organization*
- *Direct Further Study*

Potential TDA Reduction ***1,800*** *($90M Per Year)*

E/S/M FAA Discussion Topics

POM 98-03

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- Credit Card Efficiencies
- Workload Based Manpower Determination

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- IFTE BSTF Allocation

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Beyond POM 98-03

Contracting:

- Organizational Alternatives

Test and Evaluation:

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Supply/Maintain:

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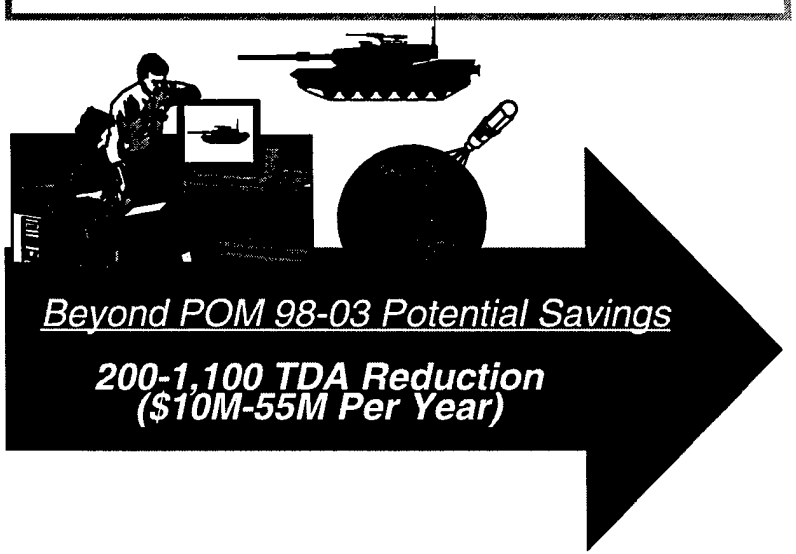
- Consolidation of Maintenance Infrastructure
- National Provider



Beyond POM 98-03 Potential Savings

200-1,100 TDA Reduction ($10M-55M Per Year)

T&E Reengineering Options Beyond POM 98-03

1. **FUNCTIONAL REALIGNMENT**
   --Lead Agency Responsibility
   --Single Process, Single Evaluation Plan, Single Test & Simulation Strategy

2. **FUNCTIONAL REALIGNMENT AND COMBINED TEST FUNCTIONS**
   --Single Army Tester
   --Integrate Into TECOM Organizational Structure

3. **SINGLE TEST AGENCY & COMBINED FORCE LEVEL EVALUATION**
   Keep Evaluation Separate

OR...

4. **SINGLE TEST AGENCY & SEPARATE SINGLE EVALUATION ACTIVITY**
   Combine Evaluation

OR...

5. **SINGLE CONSOLIDATED TEST & EVALUATION ORGANIZATION**
   Combined Evaluation & Test Command

POM 98-03 Decision...Done

Evaluation Consolidation & Ownership are the Remaining Issues

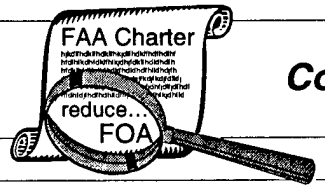
Three Option Variants to Resolve the Issues...

- **Variant ① All Evaluation in AMC**
- **Variant ② Operational Evaluation in TRADOC**
- **Variant ③ All Evaluation in OPTEC**

EVALUATION OWNERSHIP DRIVES OPTION DECISION

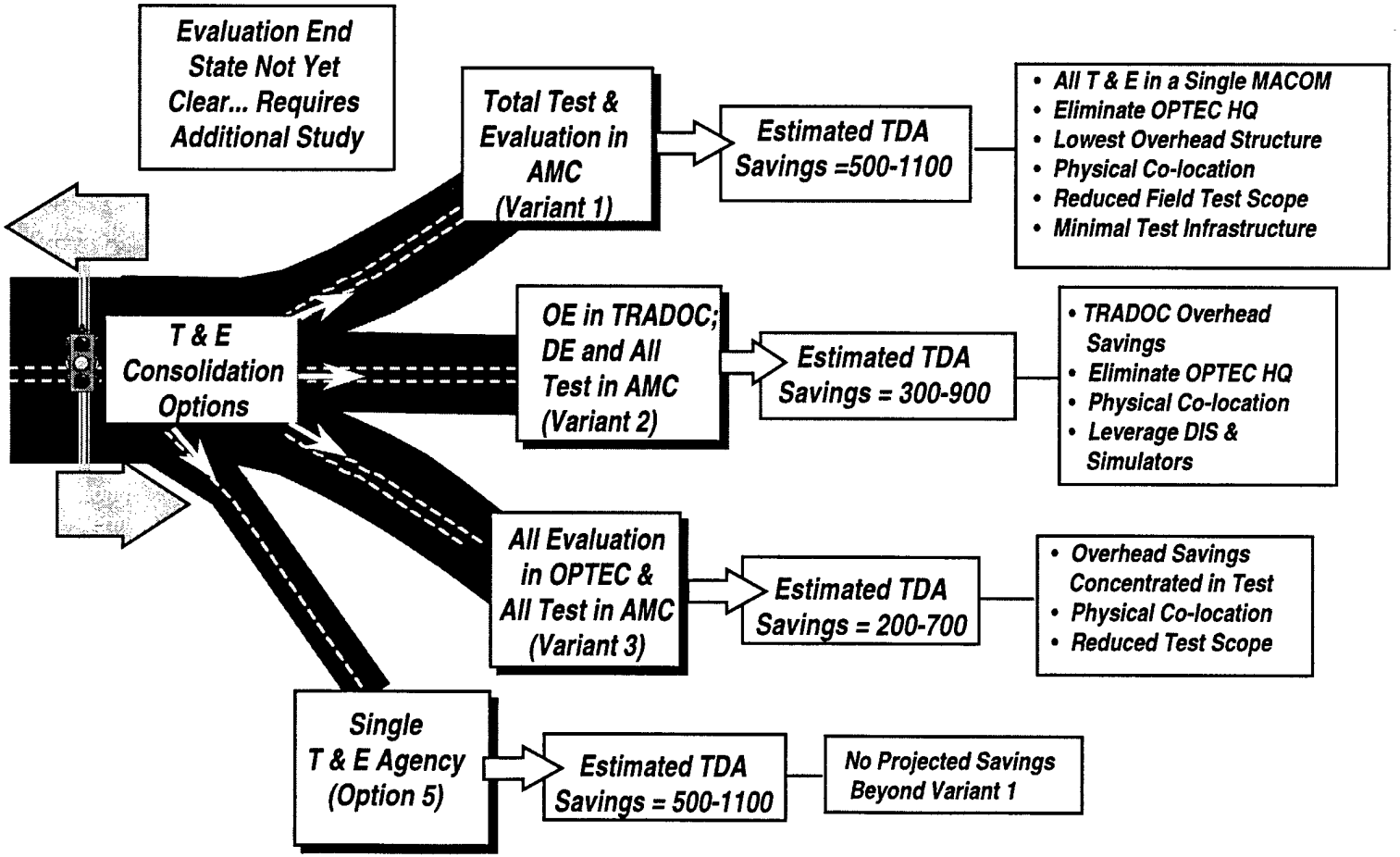
Issue: Evaluation Ownership

Option Variant	DA PAM 100-XX Framework	Efficiencies	Concerns	TDA Reductions
1 All Evaluation in the Force Sustainment Command	HQDA; Force Dev Cmd; Force Sust Cmd; Force Prof Cmd; Test; Eval	• Single T&E Army Voice • Integrated Technical Expertise • Improved Timelines of T&E • Reduces "...number of FOA..."	• Perceived Loss of "Independence" • Potential Reduced Operational Focus	500-1100
2 OE in Force Develop Cmd; DE in Force Sustain. Cmd	HQDA; Force Dev Cmd; Force Sust Cmd; Force Prof Cmd; OE; Test; DE	• Reduces "...number of FOA..." • Leverages User Rep Analytic Resources • Increases Access to DIS & Simulators • Improves Combined Arms Evaluations	• Perceived Loss of "Independence" • Maintains Two Evaluation Activities	300-900
3 All Evaluation in OPTEC	HQDA; Eval; Force Dev Cmd; Force Sust Cmd; Force Prof Cmd; Test	• Maintains "Independence" • Direct Link with DA Staff	• Contrary to FAA Charter • Loss of Synergy with S&T and Systems Analysis • Reduced Emphasis on Technical Readiness of Systems for Testing	200-700



Umbrella FAA Recommending All Evaluation in Force Development CMD
- No New Efficiencies
- No Advocacy Within T&E Community

T&E Reengineering Roadmap Beyond POM 98-03



T&E Long Term Summary

Conclusions

- *Potential for Additional Savings Through Consolidation of Evaluation Assets*
- *POM 98-03 Initiatives Provide a Framework Toward a T&E End State*

Issues

- *How Much Evaluation Consolidation*
- *Ownership and Command and Control of Evaluation*

Decisions Required

- *Direct Further Study*

Potential Savings
200-1100 TDA
$10-55 Mil/Yr

E/S/M FAA Discussion Topics

POM 98-03

Contracting:

- Consolidation of Local Contracting Offices
- Credit Card Efficiencies
- Workload Based Manpower Determination

Science and Technology:

- On-going Re-Engineering Initiatives

Test and Evaluation:

- Functional Realignment

Supply:

- Prescribed Load List (PLL) Elimination
- Readiness Based Sparing
- Centralized Asset Mgmt/Single Stock Fund
- Wartime Support Requirements

Maintain:

- Integrated Sustainment Maintenance
- IFTE BSTF Allocation

Supply/Maintain Organizational Efficiencies

- Privatization of Supply/Maintain Functions
- AMC Workloading Efficiencies
- Res Comp On-Post/Off-Post Support

Beyond POM 98-03

Contracting:

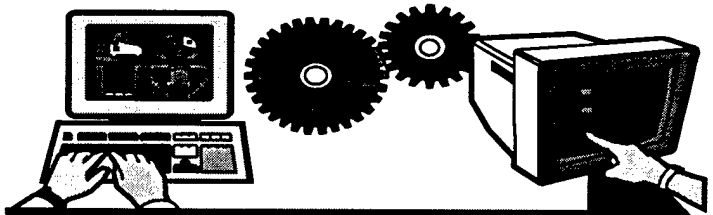
- Organizational Alternatives

Test and Evaluation:

- Organizational Consolidation

Supply/Maintain:

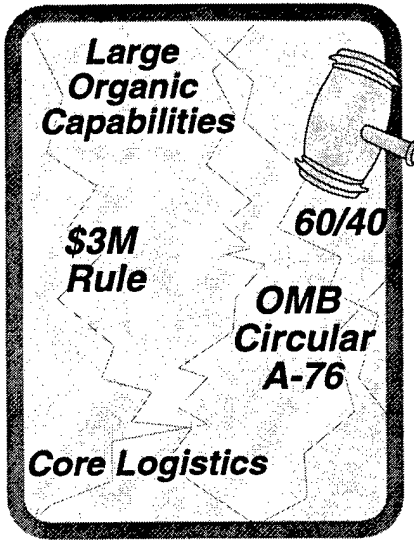
- Depot Privatization
- Consolidation of Design Centers
- Consolidation of Maintenance Infrastructure
- National Provider



Beyond POM 98-03 Potential Savings

578 TDA Reduction ($30M/YR)
10,035 TDA Conversion ($50M/YR)

Breaking the Depot Maintenance Paradigm



TDA: 10000

- ✔Downsizing
- ✔Declining Budget
- ✔CORM

Alternatives

GOCO-
- ✔*Least Risk of Non-Responsive Support*
- ✔*Reduces Infrastructure*

Emphasis on Technology Insertion-
- ✔*Co-location of private and public elements yields cost avoidances*

LEAD Examples
- ✔*Paladin teaming with UD*
- ✔*Missile workload to private contractor*

Minimum Core-
- ✔*Currently being developed*

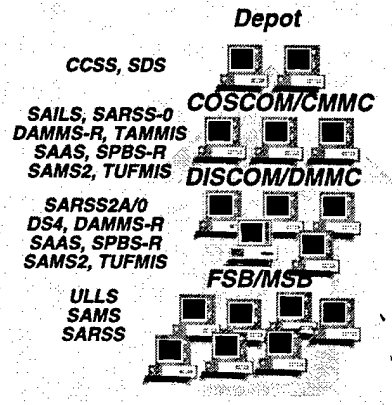
The Future System:
- ✔*Sustains Institutional Expertise*
- ✔*Promotes Competition*
- ✔*Meets Wartime Surge Demands*

with

- ✔*Reduced Infrastructure*
- ✔*Single Industrial Base*

Consolidation of Design Centers

WHERE WE ARE TODAY

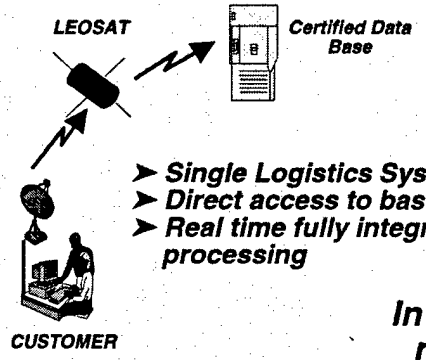


Stovepipe Systems

Goal

FY96-02
OMA/OPA
$725M

WHERE WE SHOULD BE



- Single Logistics System
- Direct access to basic data
- Real time fully integrated processing

Investment required

Single Seamless Logistics System

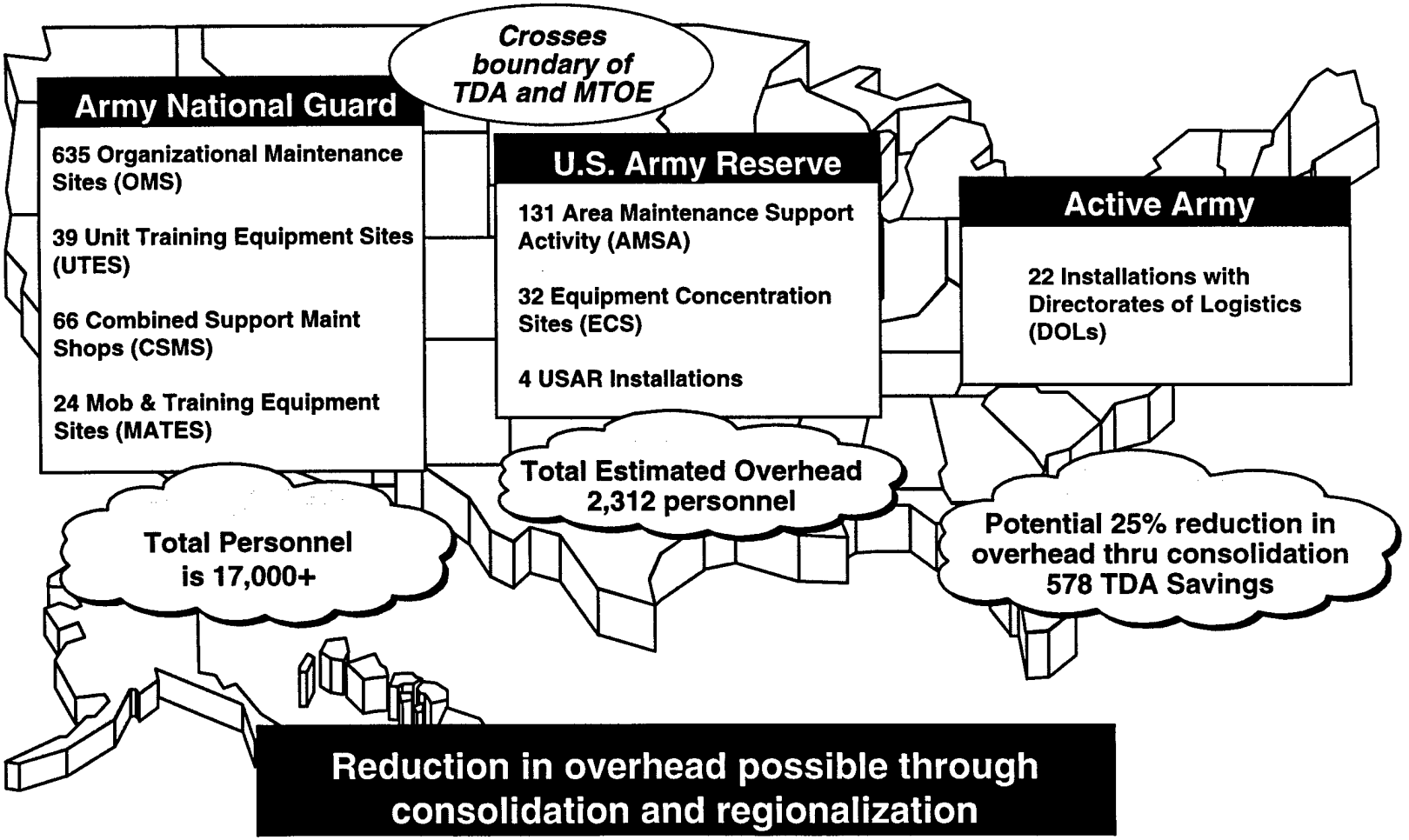
- Currently development, testing, and fielding of automated logistics systems performed at various design centers
  - MICOM and IOC (formerly SIMA) - Wholesale
  - Software Development Center Lee (SDCL) - Retail
    (recommended by SOMA for transfer to CECOM)

Need Single Organization to Facilitate

- Consolidate activities to facilitate development of a single automated system while reducing TDA by 34 personnel*

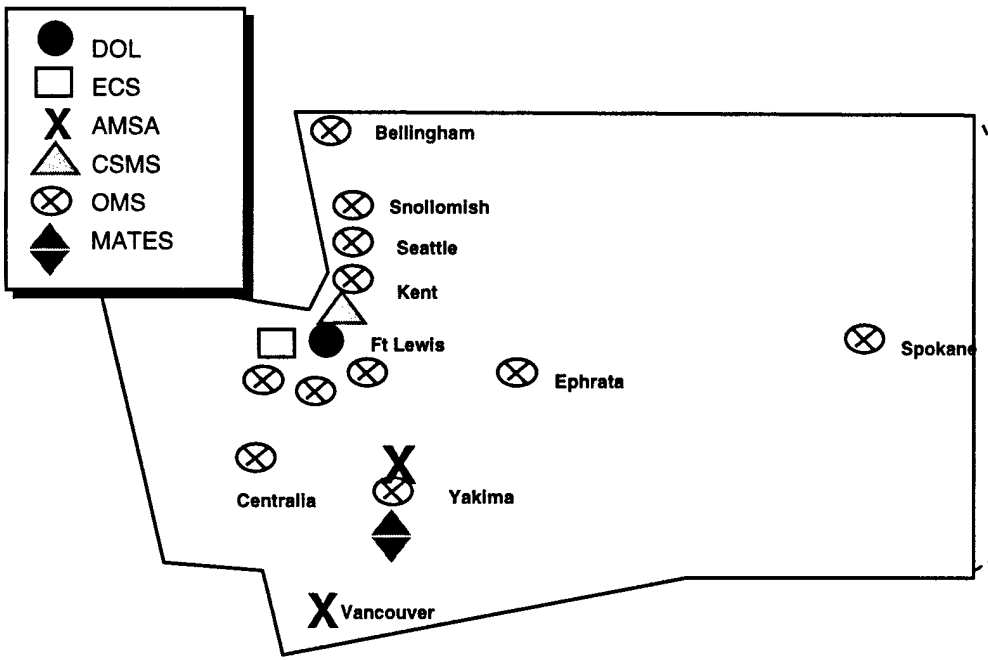
*** Logistics Functional Analysis study completed by Information Technology Solutions, Inc., Jul93**

Consolidation and Regionalization Opportunities



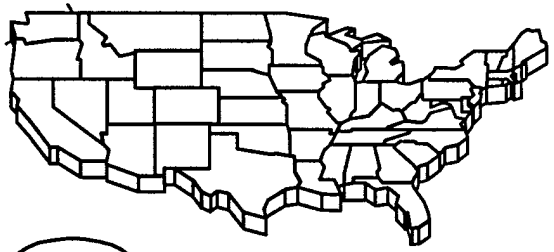
Reduction in overhead possible through consolidation and regionalization

Example--Consolidation Opportunities in WA



Maintenance Facilities
<u>On Ft Lewis</u>
1 DOL
3 OMSs
1 ECS
1 CSMS

<u>Within 100 Miles</u>
Additional 4 OMSs



Issue:
NGB TDA vs
MTOE

Consolidation Challenges: Funding & Mission Restrictions

National Provider Concept

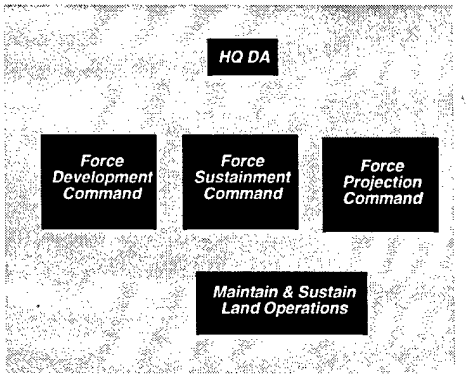
Battlespace Logistics Concept for Force XXI

- Single logistics system
- Army National Provider
- Assured support
- Full asset visibility
- Real-time situational awareness

Issue

Info technology enables National Provider concept

National Provider also implied by DA PAM 100-XX



Issue

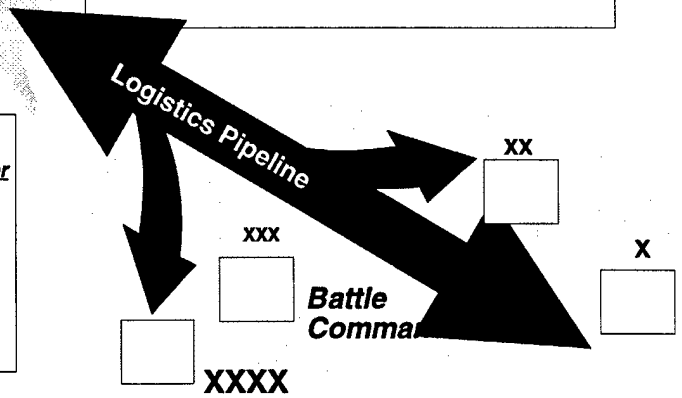
Battlespace Logistician

- Subordinate command of the National Provider under opcon to CINC
- operates all theater-level logistics functions

Issue

CONUS-based Army National Provider

- owns and operates supply pipeline directly to the warfighter
- all stocks above DS
- push pre-negotiated stock levels
- manage maintenance above DS



Input from Senior Logisticians - Dec 95

- New logistics vision statement - accent joint nature of logistics
- New mission statement - accent joint command
- Look at tactical level up, vice strategic level down
- Answer the question of who is in charge at each level

Under Review and Revision

Beyond POM 98-03 Summary - Supply & Maintain

Conclusions

- With legislative enablers depots provide opportunity for large TDA reduction - 10,035 spaces
- Maintenance infrastructure in Active and Reserve Components could be consolidated - 578 spaces

Issues

- Depot legislative enablers
- Differences in funding and missions which inhibit maintenance consolidation across the Total Army

Decisions Required

- Decision and action required on legislative enablers for privatization

578 TDA Reduction ($28.9M/yr)
10,035 TDA Conversion ($50.2M/yr)

ESM Wrap-Up

"Reduce Layering of Functions"

- √ Consolidation of Test Functions
- √ Implement Single Stock Fund

POM 98-03 Savings

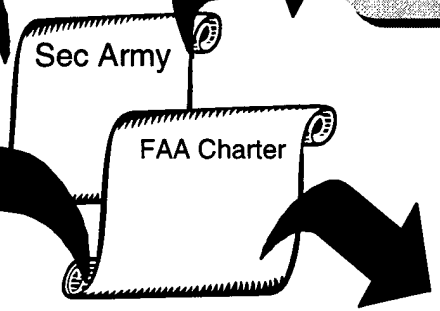
- $891 Million One Time Savings
- 5082 TDA Reduction Results in...
- $254.1 Mil/Yr Savings
- 11,416 TDA Conversion ($57 Mil/Yr)

"Efficiently Perform Title X Functions"

- √ Readiness Based Sparing, Velocity Mgmt, Single Stock Fund, Eliminate PLL
- √ Integrated Sustainment Maintenance
- √ Workload Based Manpower Determination in Contracting

"Divest Non-Essential Functions"

- √ Credit Card Use in Contracting
- √ Fewer T&E Reports Under Functional Realignment
- √ Private DOLs



"Enablers"

- Language on Contracting Out (PL 10 2461)
- Crane/McAlester Prohibition
- (PL 99-661, S317)
- Core Logistics (10 2464)
- Depot Maintenance 60/40 (10 2466)
- Security Guards/Firefighters (10 2465)
- $3 Million Rule

Beyond POM 98-03

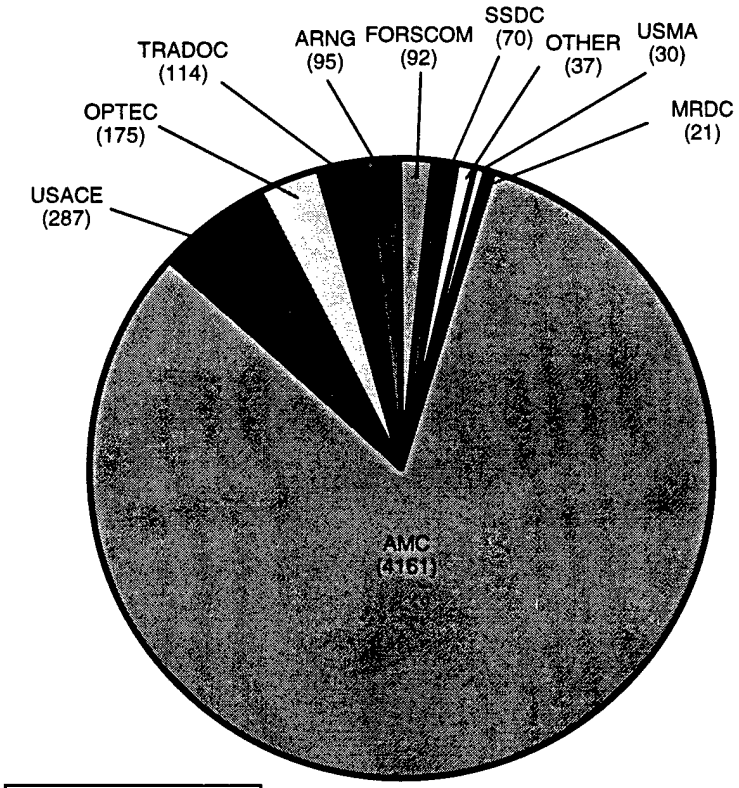
- 3028 TDA Reduction Results in...
- $151.4 Mil/Yr Savings
- 10,035 TDA Conversion ($57 Mil/Yr)

"Eliminate Unnecessary Duplication"

- √ T&E Functional Realignment
- √ Modified BSTF Allocation
- √ Force XXI Contracting Organization
- √ Consolidate Maintenance Infrastructure Under USAR & ARNG

ESM POM 98-03 TDA Impacts by MACOM

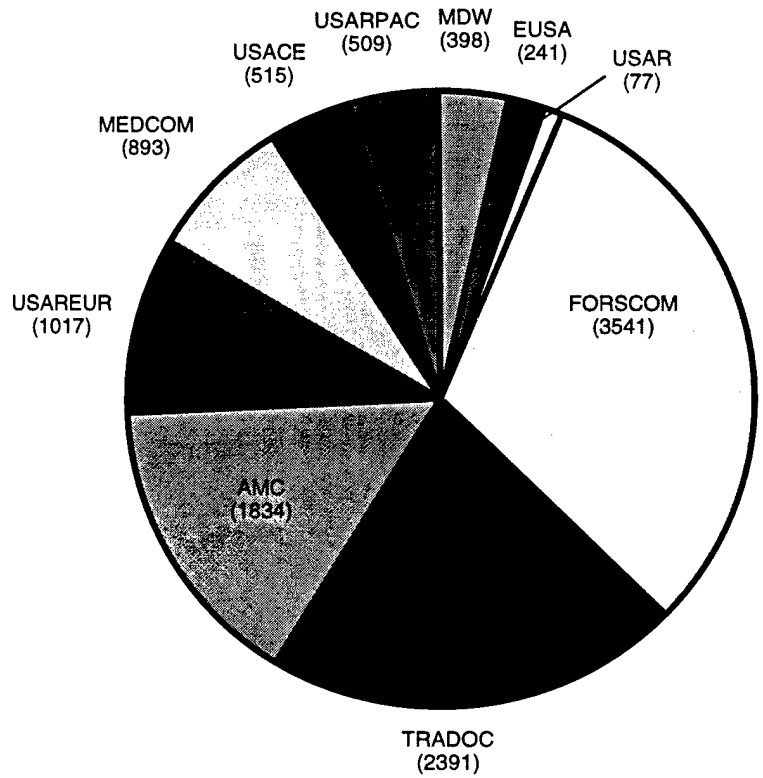
TDA Reductions



OTHER Comprised of:	
MDW	10
MEDCOM	10
DSS-W	7
ISC	5
USARPAC	4
USARSO	1

TOTAL = 5082
$254.1 Mil/Yr

TDA Conversions



TOTAL = 11,416

*Includes All DOL Functions

REDESIGN OF THE INSTITUTIONAL ARMY

Information Briefing
Umbrella Assessment
Equip, Supply, Maintain FAA

VCSA

24 January 1996

FORCE XXI

Briefing Outline

- √ Introduction
- √ Equip
- √ Supply
- √ Maintain
- √ Summary

Institutional Army Core Processes

Plan, Provide Direction; Obtain & Allocate Resources

Develop Requirements

Identify & Develop Leaders

Develop Doctrine

Acquire & Sustain People

✓ **Acquire, Maintain & Sustain Equipment**

Support Organizational Training

Tailor, Mobilize & Project Land Power

Manage Information

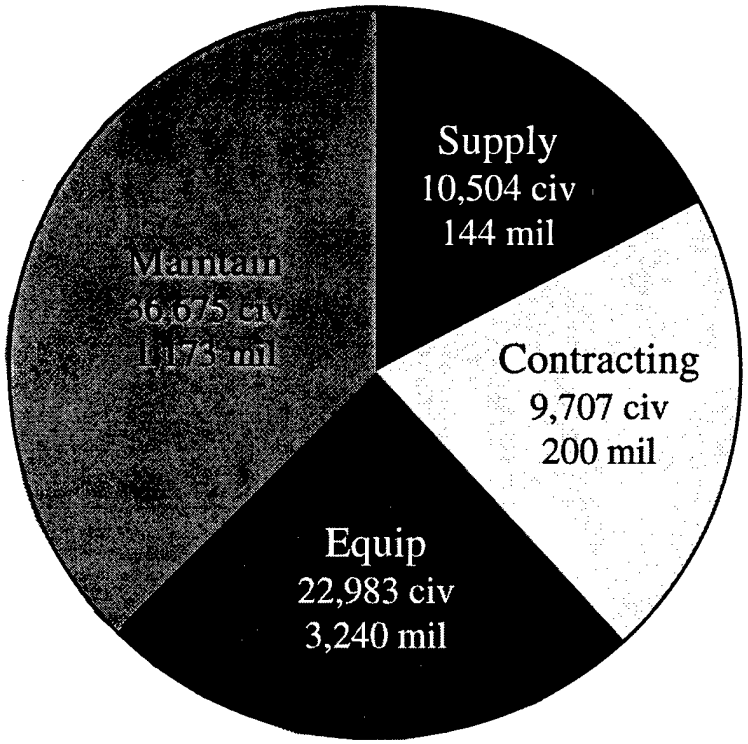
Acquire and Sustain Facilities

Manage Installations

✓ **Maintain & Sustain Land Operations**

Equip/Supply/Maintain & Contracting Resources

FY96 TDA Estimate



Total Resources Across the Army:

People:

Civilian:	79.9K
Military:	4.8K

Dollars:

Equip:	11.47B
Supply/Maintain:	2.45B

Significant Resources

Potential FAA Results for Recapitalization

AMC Equip/Supply/Maintain

FAA Issue	POM Savings *TDA*	POM Savings *$*	FAA Issue	Beyond POM *TDA*
Contracting	850		Contracting	1800
Test/Evaluation	150-700		Test/Evaluation	900-1600
Privatize DOL	7545		Privatize AMC Depot	16989
Privatize AMC Mat Mgt	350		Science and Technology	0-2000
AMC Efficiencies	3214		Future AMC Efficiencies	277
RBS/Velocity Mgmt (Investment: $150.7M)		$312M	Maint Infra Consolidation	578
Central Asset Mgmt		$780M	National Provider	TBD
Integrated Sustain Maint (Investment: $55.8M)		$26M		
IFTE (BSTF) Reduction		$20M		
Total	**12109-12659**	**$1.136B net**	**Total**	**19344-22244**

FAA Total

TDA reduction: 31453 - 34901

POM $: $1.136 billion (net savings)

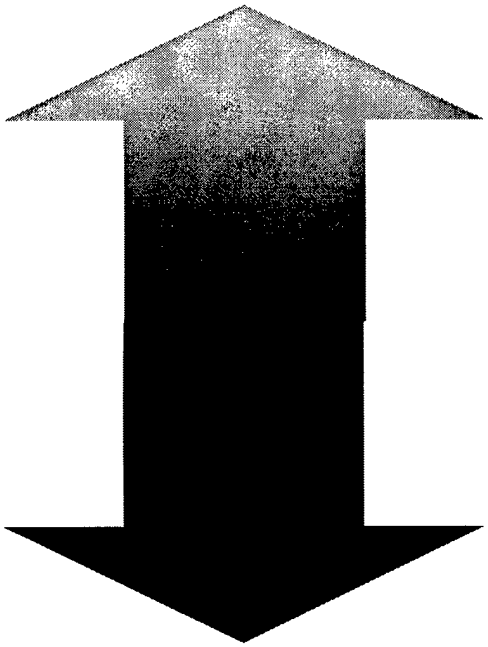
Investment: $206.5 million

Additional Initiatives

	TDA Reductions
Eliminate ARL (Dir Staff/Ops Dir Supporting Adelphi)	407
Consolidate ARL Directorates with RDEC and close dir:	
Battlefield Environmental Dir	93
Adv Simulation/High Performance Computing	184
Physical Sciences	175
Sensors	232
Info Science and Technology	90
Sub Total	**1181**
Eliminate LIA (SLA and LEA)	118
Sub Total	**1440**
Consolidate Software Design Centers	34
Implement National Provider concept	7500-15000 (est)
Total	**8833 spaces**

Equip/Supply/Maintain

Easy/Cheap/Early



Hard/Expensive/Later

Action	FAA	DCSLOG	Experiment
• IFTE (BSTF) Reduction	+	+	TRADOC Evaluation
• Privatize AMC Mat Mgt	+	+	Analysis
• AMC Efficiencies	+	+	Analysis
• Contracting (POM)	+	+	Analysis
• Consolidate Software Design Centers	+ -	+	Analysis
• RBS/Velocity Mgmt	+	+	Analysis/FORSCOM Eval
• Integrated Sustainment Maint	+	+	Analysis/FORSCOM Eval
• Central Asset Mgmt	+	+	Analysis/FORSCOM Eval
• Test/Evaluation (POM)	+	+	Analysis
• Test/Evaluation (Beyond POM)	+	+	Analysis
• Eliminate LIA (SLA and LEA)	-	-	Analysis
• Contracting (Beyond POM)	+	+	Analysis
• Future AMC Deficiencies	+	+	Analysis
• Maint Infra Consolidation	+	+	Analysis
• Science and Technology	+	+	Analysis
• Eliminate ARL/Consolidate Directorates	-	+	Analysis
• Privatize DOL	+	+	Analysis
• Privatize AMC Depot	+	-	Analysis/TRADOC & FORSCOM Eval
• Implement National Provider	-	+	Analysis/Army Eval/OSD Concur

SUMMARY

Charter Signed, 13 Jan 95

Board of Directors, 1 Mar 95

Campaign Plan Signed, 21 Mar 95

DA Pam 100-XX (Draft)

Reengineering Briefs to VCSA
Completed

Functional Area Assessments to VCSA
Ongoing

Power Projection (FORSCOM/MTMC)	25 Oct 95	Construct (USACE)	8 Jan 96
Training/Ldr Dev/ Doctrine/Organize (TRADOC)	1 Dec 95	Equip/Supply/ Svc/Maintain (AMC)	29 Jan 96
Personnel (DISC4)	23 Jan 96	HQDA/FOA/SSA (AA/DAS)	12 Feb 96
Info Mgmt (DCSPER)	2 Feb 96	Umbrella (DCSOPS)	23 Feb 96

Phase II FAAs: Being Planned

Institutional Army
Core Competency, Capabilities, and Processes

DA PAM 100-XX first draft staffed June 95; revision in January 1996

Reengineering briefs set the stage for beginning the FAAs

FAAs look at the processes .... 21st Century view
DA PAM 100-XX (draft)

FAA Results Require Major Army Realignment

- AMC becomes the National Provider with ownership of stocks and maintenance management above DS.
- Extensive AMC and installation supply and maintenance activity privatization.
- Reorganized research organizations assigned to TRADOC
- Consolidated test and consolidated evaluation organization moved under TRADOC.
- Contracting activities right-sized and credit card usage for $25K and below actions mandated (97.4% of purchases).
- Consolidate/regionalize/integrate NG USAR and active maintenance infrastructure under a National Maintenance concept.

Themes

- Widen the lane: define the Army core process and give it, along with the resources, to a single process owner.
- Treat business activities like business: apply information technology, establish performance measures, use best practices and benchmarks, eliminate intermediate layers of staff and management.
- Integrate the reserve component supply and maintenance capabilities/facilities into a total system: eliminate duplication.

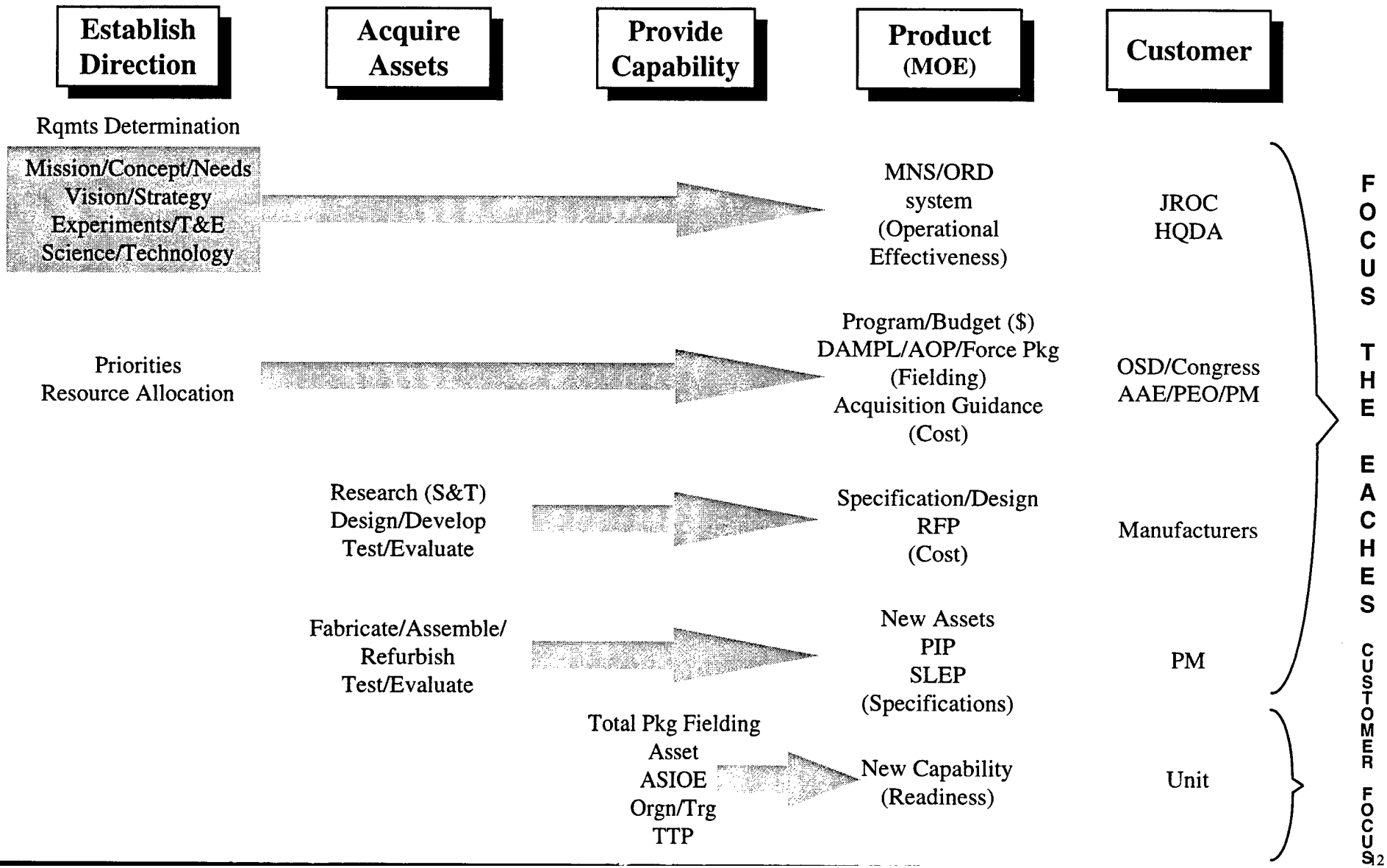
Equip, Supply, Maintain FAA

Acquire, Maintain & Sustain Equipment

Equip

Acquire, Maintain & Sustain Equipment

Sub process with multiple products, customers and effectiveness measures



Problems with the Process

- Multiple hand-offs between MACOMs/staff activities.
- Focus on the "eaches" because Congress, OSD and ARSTAF manage by "eaches" ➡ but the Army lives, deploys, fights and is sustained by organizations.
- A confederation of independent activities pushes decision making to the highest level - from the trivial to the profound.
- Hand-offs, independent activities, and independent focus lengthen the process and impose costs.
- Bureaucratic process promotes niches, competitions, delayed decisions, re-looks, re-starts and redundant/overlapping efforts.

NOT a process with a single process owner, but a series of independent activities linked by bureaucratic paper

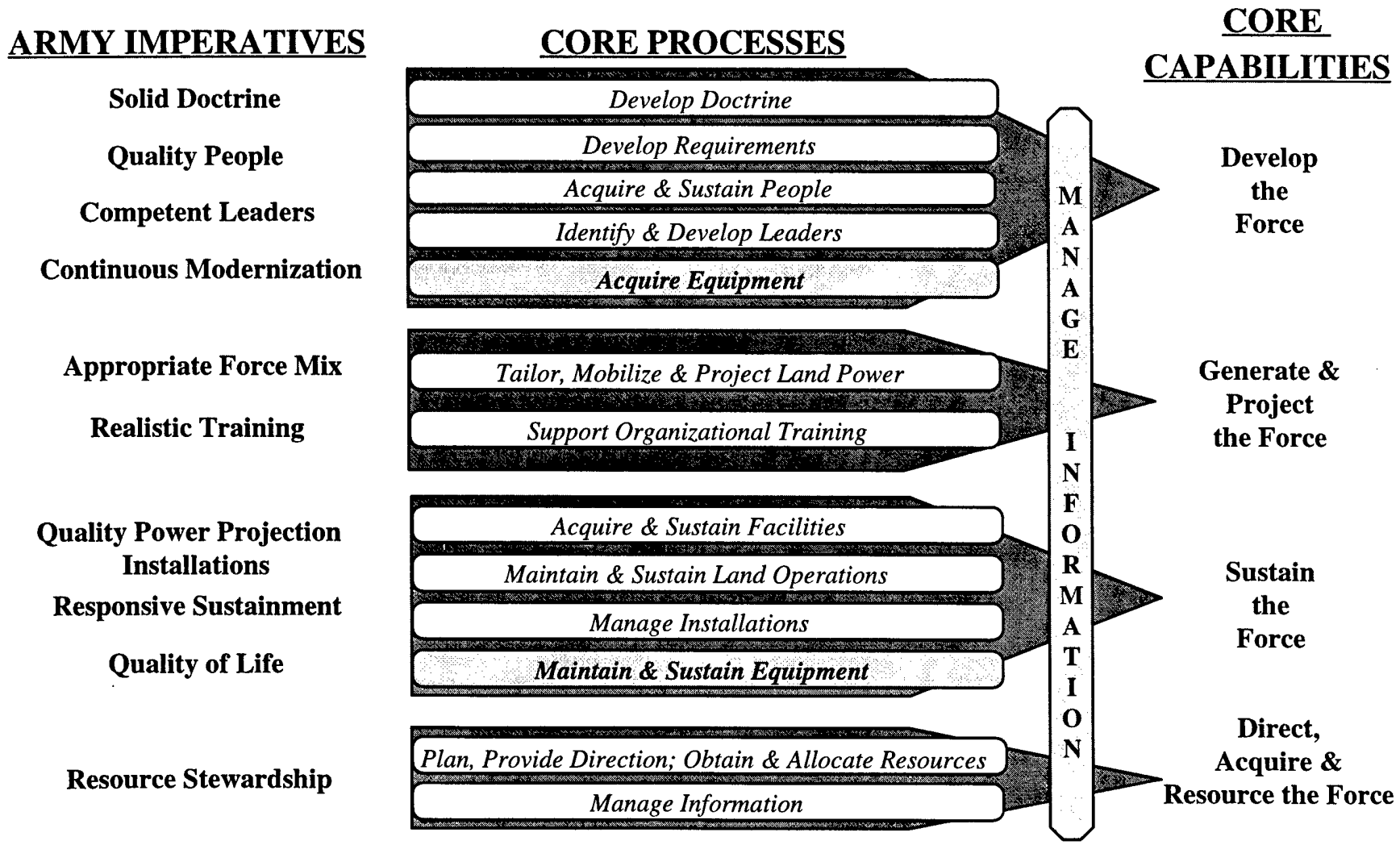
Equip- an Alternative

Acquire, maintain and sustain equipment now defined for the Institutional Axis as a single core process, aligned with the core competency of sustain the Force:

- Equipment acquisition more closely aligned with requirements determination and the core competency of Develop the Force -- process responds to the Army's vision of the future.
- Maintain and sustain equipment directly supports the training, operation and employment of military forces -- process focuses on current operations and fielded equipment.
- TRADOC responsible for preparing the Army for war tomorrow -- developing future operationally focused requirements for modernized equipment.

The Developmental Command should be the process owner for acquiring equipment, from research and development, through experimentation, test and evaluation, with a single hand-off to the PEO/PM structure to procure

Army Imperatives, Core Processes & Core Capabilities



Potential Solutions

✓ Make the Development Command (TRADOC) the process owner

- Army labs (ARL, ARO) aligned under TRADOC, along with all 6.1 - 6.3 funding
- Split the RDECs and align the R&D portion with TRADOC
- Consolidate test agencies (TECOM, TEXCOM, and Kwajalein) -- align with TRADOC
- Consolidate evaluation activities (OEC, AMSAA, SLAD, maybe TRAC) -- align with TRADOC

Refocus the requirements process to organizations and let DA transform organizations into the eaches required by Congress/OSD

Equip Themes

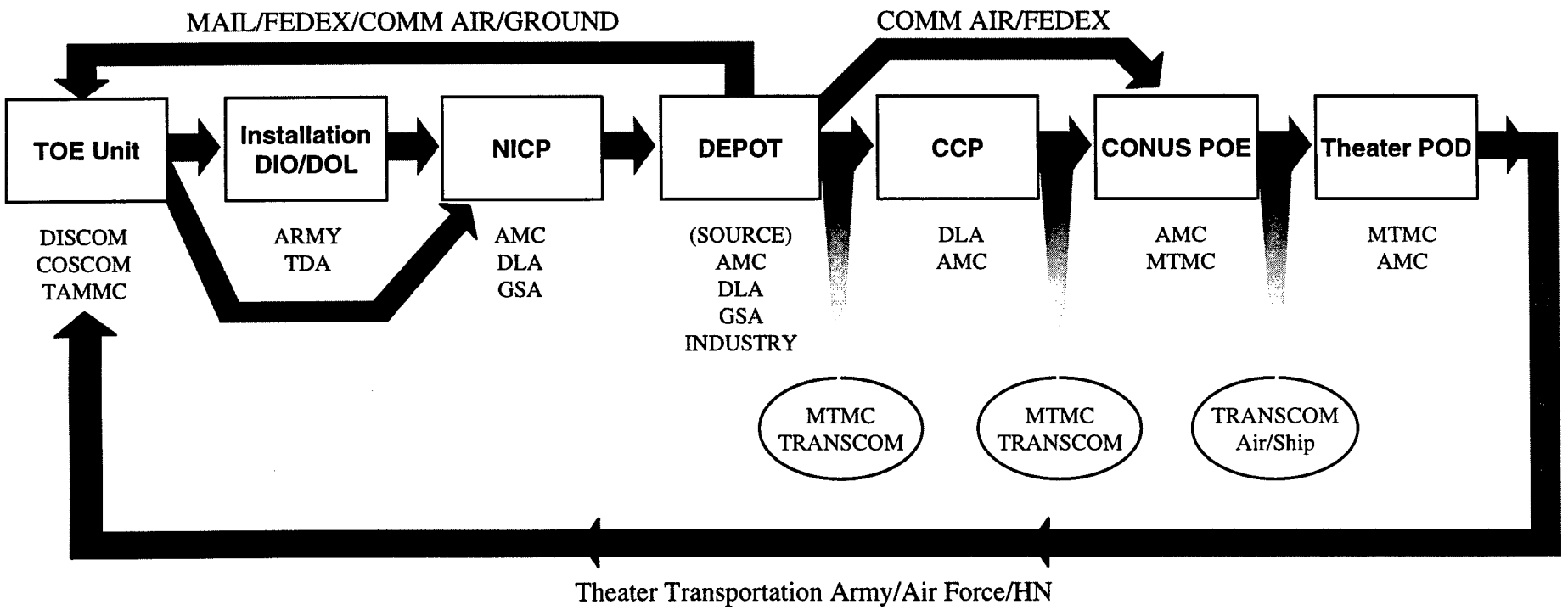
- Widen the lane by making the Force Development Command responsible for future concepts and selection of future technologies.
- Eliminate layers and corresponding multiple decision points by consolidating combat developments, Battle Labs, TRADOC system managers, Army Labs, into a single organization that leverages commercial technology.
- Use information technology to manage, not physical locations.

Equip, Supply, Maintain FAA

Maintain & Sustain Land Operations

Supply (Class IX)

Maintain and Sustain Land Operations



Complex, segmented structure: A patchwork quilt of supply agencies, joint organizations, services, transportation organizations.

Class IX Distribution Process

Node	Unit		CONUS POE Theater POD
Responsible Organization	DISCOM COSCOM TAMMC USPFO	AMC DLA GSA	AMC DLA GSA	MTMC AMC
Performance Measure	Readiness	Time	Fill	Time
Info System	ULLS DS4/SARSS SAMS TUFMIS SAILS SAMIS STANFINS STARFINRS	DAAS CCSS	SDS/DSS SAACONS (Vendor)	DAMMS DASP-E

- Multiple performance measures
- Variety of automated systems
- Numerous Agencies

Many commercial companies can guarantee overnight delivery in US, two days overseas; Army standard is 5 days for high priority items in CONUS, twice as long for overseas.

Problems with the Process

- Low standards.
- Too many organizations; info systems, performance measures -- with no one clearly in charge of the process.
- Unpredictability, unreliability lowers confidence in the process and generates stockpile/excess.

Potential Solutions

- Make the Sustainment Command (AMC) the process owner
  - Information technology permits world-wide asset visibility and timely/cost effective stock selections.
  - Transportation means available to move stock quickly and efficiently.
  - Place all supply activities above the DS level under the Sustainment Command National Management using a single automated logistics system and a single stock fund.
    - Regional implementation possible, using corps, as a first step

Supply Themes

- Widen the lane by making the Sustainment Command responsible for all class IX supply above the DS level.
- Eliminate intermediate layers, and the intermediate stock pile, reviews and systems.
- HQDA provides unambiguous performance measures -- deliver parts in CONUS within 24 hours, OCONUS within 48 hours, at a cost equal to or less then today's price.
- Integrate the R/C: NG USP&FOs are part of the solution.

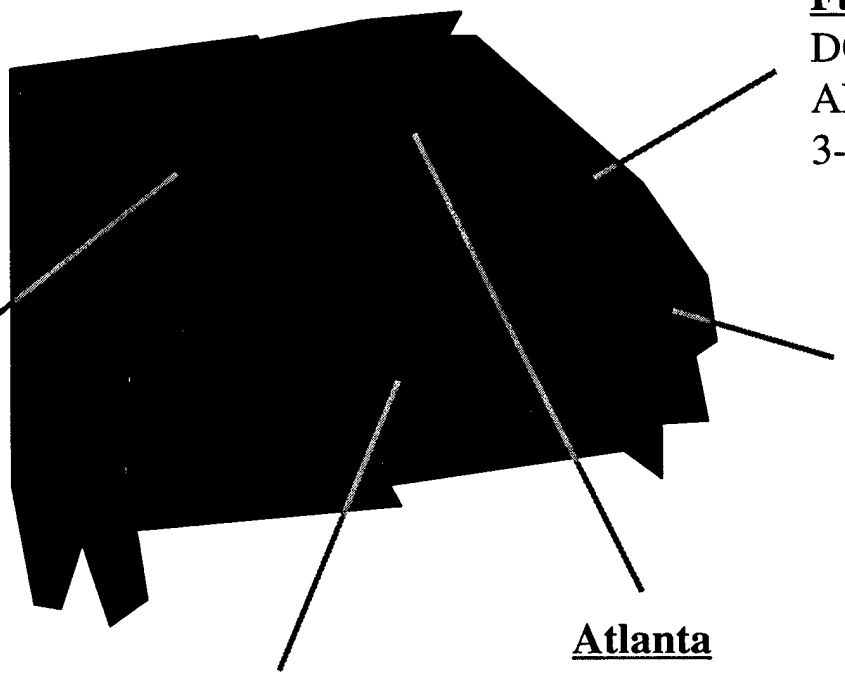
Equip, Supply, Maintain FAA

Maintain & Sustain Land Operations

Maintenance

Duplication of Maintenance Capabilities

Active/National Guard/USAR



Anniston Army Depot

Ft Gordon
DOL
AMSA
3-OMS

Ft Stewart
DOL
MATES
4-OMS

Atlanta
CSMS
DOL
3-OMS
ECS

Ft Benning
DOL
4-OMS
AMSA

DOL - Director of Logistics
OMS - Organizational Maintenance Shops (NG)
UTES - Unit Training Equipment Sites (NG)
CSMS - Combined Support Maintenance Shops (NG)
AMSA - Area Maintenance Support Activities (USAR)
ECS - Equipment Concentration Sites (USAR)

Problems with the Process

- Extensive duplication of capabilities - from DOL DS/GS, NG CSMS, USAR regional support commands, to AMC depots.
- Maintenance integration/coordination difficult.
- Depot pricing policy versus installation costs.

Perceived high cost of depot repair drives duplication of depot capability at the installation/retail level

Potential Solutions

✓ Designate the Sustainment Command (AMC) as the National Provider of maintenance support above the DS level.

- National level management of maintenance, integrating depots, USAR and NG capabilities along with DOLs -- regional implementation possible.
- Sustainment Command tailors a multi-functional sustainment maintenance capability for support in specific operational areas using Active, Reserve component, civilians and contractor personnel.
- HQDA establishes the performance measures: pacing item readiness at 95% with costs equal to or less than today's cost. Performance goal: by the year 2000, reduce maintenance costs by 30%.

Supply Themes

- Widen the lane by making the Sustainment Command responsible for all sustainment maintenance.
- Know the real costs of doing business, at depots, DOLs, reserve sites and close inefficient operations.
- Integrate the Reserve components into a total maintenance system: eliminate duplications.

Summary

- Equip, supply and maintain initiatives compatible with DA Pam 100-XX three integrating MACOMs.
- Approving national provider concept totally not necessary - incremental stages possible - but largest savings and best process results from the full concept implementation.
- AMC "out of the box" with supply and maintain portions; T&E and contracting show improvements but did not address science and technology/PM support.

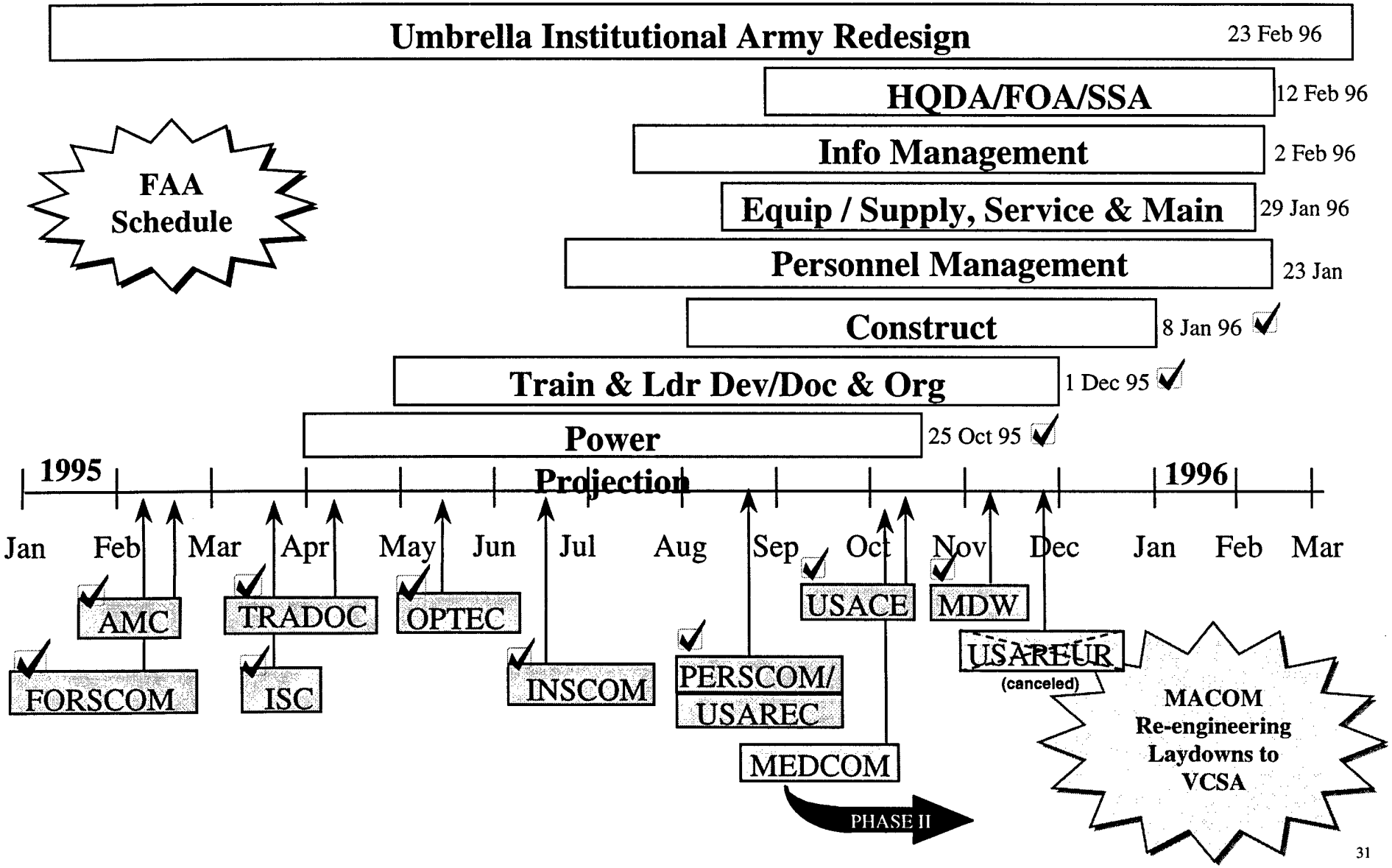
FY96 ARL Directorate Funding ($M)

Directorate	Focus	Mission $	Reimbursable FY96 Projected	Total	Total External	%
Advanced Simulation/high performance computing	External	7.0	3.5	10.5	1.0	9.5%
Battlefield Environment		8.3	2.4	10.7	6.0	56%
Human Research and Engineering	Internal	14.4	4.5	18.9	2.0	10.5%
Materiel		16.5	3.9	20.4	5.0 (3)	24.5%
Physical Sciences	Internal	59.4	6.0	65.4	46.0 (42)	70%
Information Science and Technology	External	19.0	7.1	26.1	16.0 (13.8)	61%
SENSORS	External	40.6	9.1	49.7	17.0 (16.2)	34%
Survivability/Lethality Analysis	Internal	36.8	13.6	50.4	2.0	4%
Vehicle Propulsion	External	3.6	.7	4.3	.4	9%
Vehicle Structures	External	3.1	.7	3.8	.3	8%
Weapons Technology	Internal	41.6	32	73.6	45 (23.5)	61%

( ) Directed External

Inconsistent Execution of Federated Lab Concept

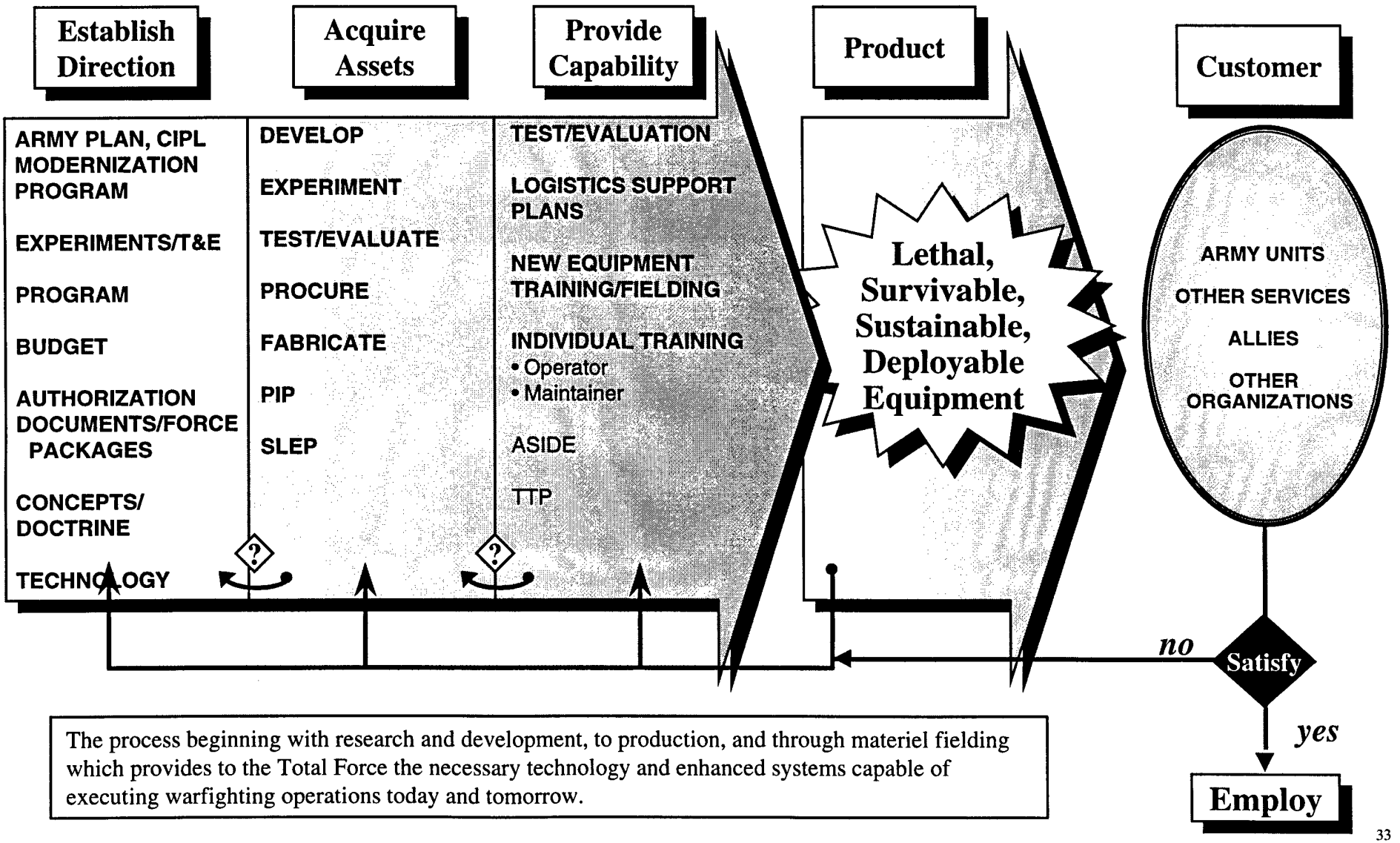
FAAs & MACOM RE-ENGINEERING



Back-up

Acquire, Maintain and Sustain Equipment:

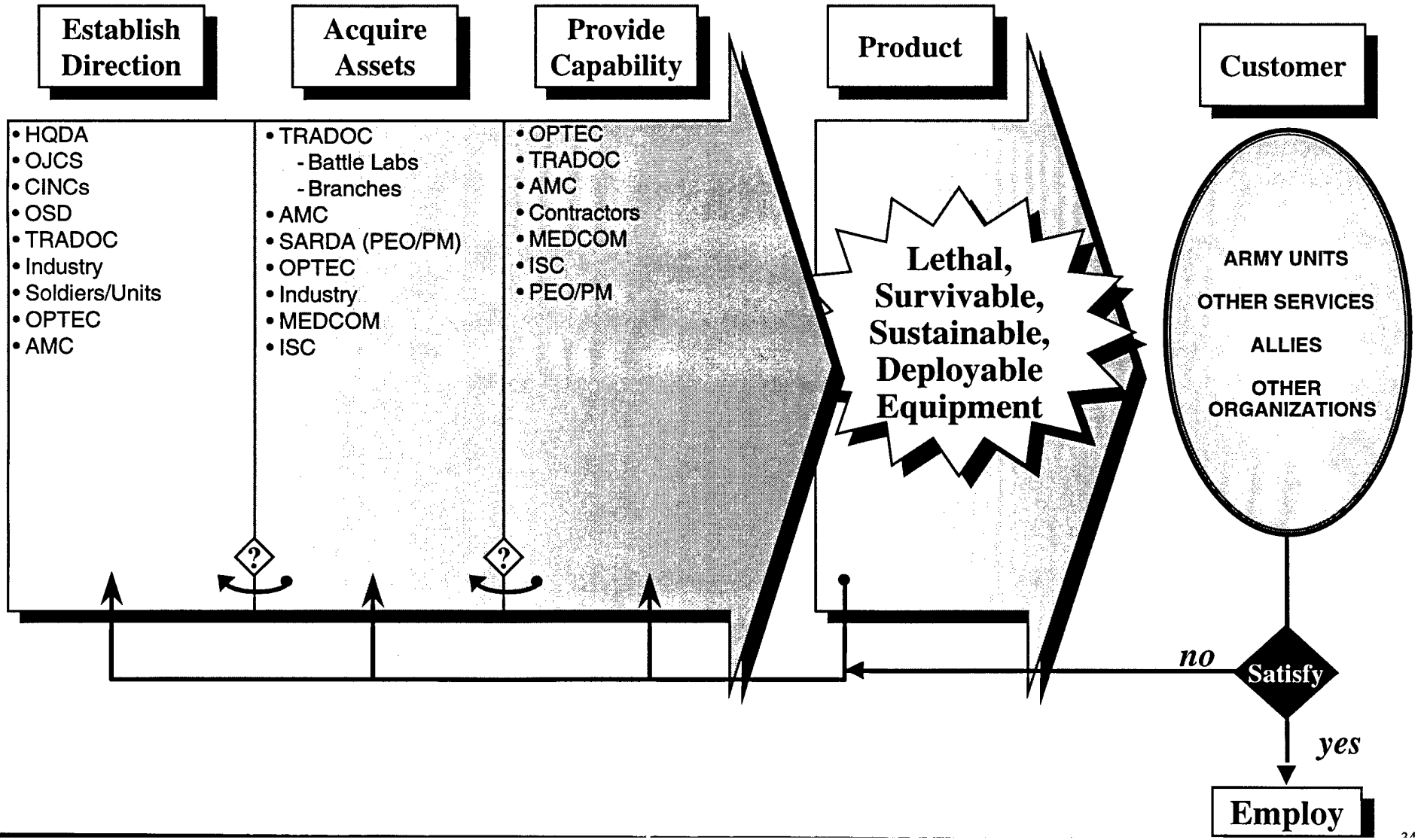
The Process



The process beginning with research and development, to production, and through materiel fielding which provides to the Total Force the necessary technology and enhanced systems capable of executing warfighting operations today and tomorrow.

Acquire, Maintain and Sustain Equipment:

The Organizations



Acquire, Maintain and Sustain Equipment

MOE

- Modernized equipment with appropriate training, maintenance and support infrastructure/materiel and a robust development program

MOP

- Threat overmatch
- Deployable
- Sustainable
- Exploit technological opportunities
- Research and development programs matched to concepts

Equip- an Alternative

Acquire, maintain and sustain equipment defined as a single Institutional Army core process, aligned with the core capability of sustain the Force:

- Equipment Acquisition (Research Development, Design, Test, and Procurement) more closely aligned with requirements determination and the Develop the Force core capability.
  - Involves LAM, Battle Labs as well as Research Labs
  - Interfaces and impacts with doctrine, training, organization and personnel requirements.
  - Respond to the Army's vision of the future.

- Maintain and sustain equipment directly supports the training, operation, and employment of military forces.
  - Focuses on current operations and fielded equipment

Acquire Equipment Should Be a Separate Institutional Army Core Process

Equip - an Alternative
(continued)

Acquire Equipment Core Process definition: "The process beginning with research and development, to production, and through materiel fielding which provides to the Total Force the necessary technology and enhanced systems capable of executing warfighting operations today and tomorrow."

- A collaborative effort involving the identification and investigation of technologies relevant to the Army, and when warranted, the transition of selected technologies into systems to address warfighting needs.
- Closely aligned, synchronized and dependent on the requirements development process--LAM, Battle Labs, ATDs/AWEs/ACTDs, combat developments, Test and Evaluation, PM/PEO structure, research labs each a separate process and many separately funded.
- Numerous processes creates seams and boundaries which are potential breakdown points. Coordination and communications problems arise when people are working on different sides of the fence

Acquiring Equipment Is a Multi-disciplined Core Process Involving Numerous Commands, Agencies Without a Process Owner

Equip - an Alternative
(continued)

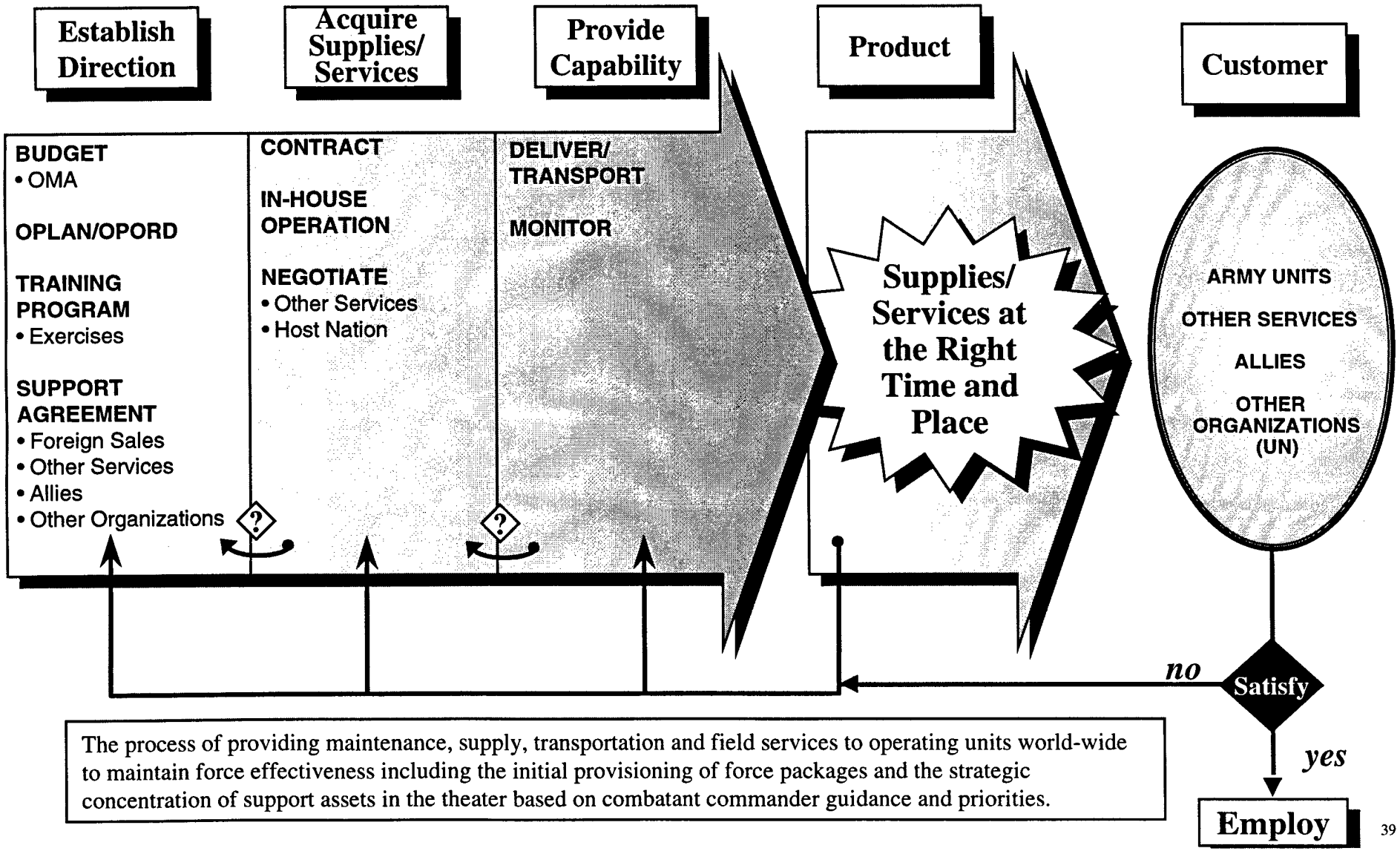
TRADOC responsible for preparing the Army for war tomorrow by:

- Developing future concepts for doctrine and training
- Designing future organizations for the operating force
- Developing future operationally focused requirements for modernized equipment
- Equipping the 21st Century Army must start with an integrated multi-disciplined requirements development team comprised of the war-fighter, technologist, and acquirer to leverage commercial technology and that developed in-house, for system design.

TRADOC SHOULD BE THE PROCESS OWNER FOR ACQUIRING EQUIPMENT from research and development, through experimentation, test and evaluation, to requirements development, with a single hand-off to the PEO/PM structure to procure.

Maintain and Sustain Land Forces:

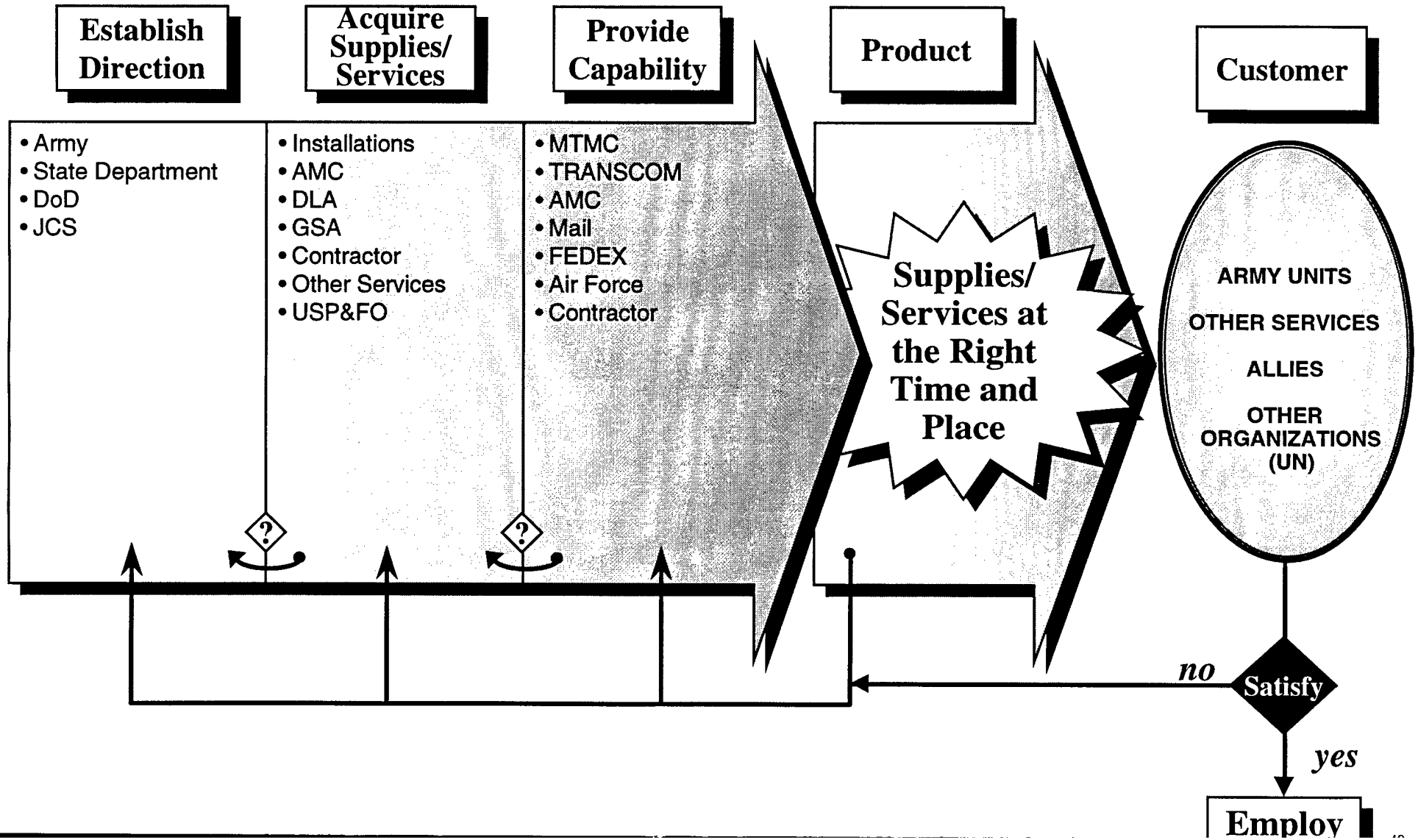
The Process



The process of providing maintenance, supply, transportation and field services to operating units world-wide to maintain force effectiveness including the initial provisioning of force packages and the strategic concentration of support assets in the theater based on combatant commander guidance and priorities.

Maintain and Sustain Land Forces:

The Organizations



Equip

Establish Direction

PROCESS	*ORGANIZATIONS*
Total Package Requirement • Test/eval • experiments • R&D • M&S • Force design • Organ design/documents • TTP	TRADOC
PPBES JROC AMP	HQDA

"to be"

- TRADOC is the process owner for requirements determination, with assigned labs, linking research with potential applications and employment considerations. 6.1, 6.2, 6.3 funding through to S&T.
- Requirements expressed as part of an organization total package, linking a new system with its support equipment, training, doctrine, organizational design and other changes necessary for a new capability.
- HQDA transforms the total package into the "eaches" for PPBES, JROC, AAE guidance, provides resources and priority.

Equip

Acquire Assets

PROCESS	*ORGANIZATIONS*
Total Package Procurement	AAE
Total Package Fielding	Sustainment Command (AMC)

"to be"

- PEO/PMs acquire systems
  - single test/evaluation plan
  - contracting centers of excellence
  - commercial support for engineering, R&D, design assistance
  - coordinated procurement for support items
- AMC provided all equipment/support items for total package fielding to units based on HQDA priority.

Equip

Provide Capability

PROCESS	*ORGANIZATIONS*
Total Package Training	Force Generation & Projection Command (FORSCOM)

"to be"

- FORSCOM receives equipment and associated items from sustainment command, organizational documents, TTP (manuals, training) from Force development command: responsible for building capability through training and exercises.

Supply (Class IX)

Establish Direction

PROCESS	*ORGANIZATIONS*
Establish Standards • Time • Cost	HQDA

"to be"

- HQDA establishes delivery time standards and inventory cost parameters.
  - CONUS delivery within 24 hours
  - World-wide delivery 72 hours
  - Parts cost: equal to or less than today's cost
- Sustainment command designated as national provider with stock and delivery responsibility above DS level world-wide.

Supply (Class IX)

Acquire Assets

PROCESS	*ORGANIZATIONS*
National Provider (supply)	AMC

"to be"

- All supply activities above DS level under AMC national management, using a single automated logistics system and a single stock fund.
- Implementation may include
  - velocity management
  - readiness based sparing
  - regional ASLs
  - centralized assets management (single stock fund)

Supply (Class IX)

Provide Capability

PROCESS	*ORGANIZATIONS*
Total Asset Visibility	AMC

"to be"

- World-wide asset visibility permits rapid selection for movement to customer from most timely (cost effective stock).
- Transportation means selected to meet any delivery standards and item priority:
  - FEDEX or others
  - Mail, UPS
  - Rail, truck, ocean shipping
  - TRANSCOM

Maintenance

Establish Direction

PROCESS	*ORGANIZATIONS*
National level integration and coordination of maintenance	AMC
Standards established	

"to be"

- AMC provides national level management of maintenance, integrating USAR and NG capabilities, along with DOLs.
- Maintenance regions, built around existing depot structure, would control and manage all activities for the region.
- HQDA establishes readiness and cost standards:
  - Pacing items: 95%
  - Costs: equal to or less than today's cost
- HQDA establishes future performance goals:
  - Maintenance costs decrease by 30% by 2000

Maintenance

Acquire Assets

PROCESS	*ORGANIZATIONS*
Cost effective maintenance capability/facility workloading	Maintenance regions (depots) working through DOLs, USAR and NG facilities

"to be"

- Full costs are known at all facilities; inefficient operations closed; work assigned to most cost effective location with appropriate capabilities.
- DOLs privatized where/when appropriate.

Maintenance

Provide Capability

PROCESS	*ORGANIZATIONS*
Integrated Sustainment Maintenance	AMC

"to be"

- AMC, as the national provider, tailors a multi-functional sustainment maintenance capability for direct support in specific operational areas, using active, reserve component, and civilian organizations/personnel.